



MINUTES

CERTIFICATION OF CONFIRMATION OF COUNCIL MEETING MINUTES

1 December 2016

I, Cr David Färdig, hereby certify that the minutes from the Council Meeting held on 1 December 2016 pages (1) to (283) were confirmed at a meeting of Council held on 16 February 2017.

A handwritten signature in black ink, appearing to read "D. Färdig", is written over a horizontal line.

Signature

Cr David Färdig
Person presiding at Meeting



MINUTES

Ordinary Meeting of Council

1 December 2016

ORDINARY MEETING OF COUNCIL

MINUTES

1 December 2016

(REF: D2016/13342)

An Ordinary Meeting of Council was held at the EMRC Administration Office, 1st Floor, 226 Great Eastern Highway, BELMONT WA 6104 on **Thursday, 1 December 2016**. The meeting commenced at **6:00pm**.

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1 DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS

The Chairman opened the meeting at 6:00pm and welcomed Mr Jonathan Seth, CEO, Mr Ben Galvin, Manager, OS&H, from the Local Government Insurance Scheme (LGIS); Mr John Phillips from John Phillips Consulting; Cr Mick Wainwright, Mayor, City of Swan; Cr John Gangell, Mayor, Town of Bassendean and Cr Andrew Waddell, Shire President, Shire of Kalamunda to the meeting.

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

Councillor Attendance

Cr David Färdig (Chairman)	EMRC Member	City of Swan
Cr Terry Kenyon (Deputy Chairman) (from 6:22pm)	EMRC Member	City of Bayswater
Cr Catherine Ehrhardt (Deputised for Cr Kenyon until 6:22pm)	EMRC Deputy Member	City of Bayswater
Cr Paul Bridges	EMRC Member	Town of Bassendean
Cr Michael Lewis	EMRC Member	Town of Bassendean
Cr Michelle Sutherland	EMRC Member	City of Bayswater
Cr Janet Powell	EMRC Member	City of Belmont
Cr Steve Wolff	EMRC Member	City of Belmont
Cr Dylan O'Connor	EMRC Member	Shire of Kalamunda
Cr Geoff Stallard	EMRC Member	Shire of Kalamunda
Cr John Daw	EMRC Member	Shire of Mundaring
Cr Bob Perks	EMRC Member	Shire of Mundaring
Cr David McDonnell	EMRC Member	City of Swan

EMRC Officers

Mr Peter Schneider	Chief Executive Officer
Mr Hua Jer Liew	Director Corporate Services
Mr Steve Fitzpatrick	Director Waste Services
Mrs Wendy Harris	Director Regional Services
Mrs Prapti Mehta	Manager Human Resources
Mr Drew Morton	Occupational Safety & Health Coordinator
Ms Theresa Eckstein	Executive Assistant to Chief Executive Officer
Mrs Annie Hughes-d'Aeth	Personal Assistant to Director Corporate Services (Minutes)

EMRC Observers

Mr David Ameduri	Manager Financial Services
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Observer(s)

Cr Gerry Pule	EMRC Deputy Member	Town of Bassendean
Cr Andrew Waddell	EMRC Deputy Member	Shire of Kalamunda
Cr John Gangell	Mayor	Town of Bassendean
Cr Mick Wainwright	Mayor	City of Swan
Mr Jonathan Throssell	Chief Executive Officer	Shire of Mundaring
Mr Doug Pearson	Director Technical Services	City of Bayswater
Mr Ric Lutey	Director Technical Services	City of Belmont
Mr Dennis Blair	Director Infrastructure Services	Shire of Kalamunda

Visitor(s)

Mr Jonathan Seth	Local Government Insurance Scheme (LGIS)
Mr Ben Galvin	Local Government Insurance Scheme (LGIS)
Mr John Phillips	John Phillips Consulting



3 DISCLOSURE OF INTERESTS

3.1 PRAPTI MEHTA – MANAGER HUMAN RESOURCES – INTERESTS AFFECTING IMPARTIALITY

Item: 19.1
 Subject: Confidential Item 14.1 of the CEOPRC Minutes – Chief Executive Officer Performance and Salary Review for 2015/2016 and Objective Setting for 2016/2017
 Nature of Interest: Disclosure of Interests Affecting Impartiality, EMRC Code of Conduct 2.3. Due to reporting relationship to the CEO

3.2 PETER B. SCHNEIDER – CHIEF EXECUTIVE OFFICER – INTERESTS AFFECTING IMPARTIALITY

Item: 19.1
 Subject: Confidential Item 14.1 of the CEOPRC Minutes – Chief Executive Officer Performance and Salary Review for 2015/2016 and Objective Setting for 2016/2017
 Nature of Interest: Disclosure of Interests Affecting Impartiality, EMRC Code of Conduct 2.3. Subject matter of the Report directly applies to the Chief Executive Officer

3.3 PETER B. SCHNEIDER – CHIEF EXECUTIVE OFFICER – FINANCIAL INTEREST

Item: 19.1
 Subject: Confidential Item 14.1 of the CEOPRC Minutes – Chief Executive Officer Performance and Salary Review for 2015/2016 and Objective Setting for 2016/2017
 Nature of Interest: Disclosure of Financial Interest, Sections 5.60B, 5.65, 5.70 and 5.71 of the *Local Government Act 1995*. Subject matter of the Report directly applies to the Chief Executive Officer

4 ANNOUNCEMENTS BY THE CHAIRMAN OR PRESIDING MEMBER WITHOUT DISCUSSION

4.1 COMMERCIAL AND INDUSTRIAL WASTE SORTING FACILITY OPENING

The EMRC yesterday celebrated the completion of a significant stage of its long term Resource Recovery Project, with an official opening ceremony for the newly completed Commercial and Industrial Waste Sorting Facility at the Hazelmere Resource Recovery Park. The opening of the Commercial and Industrial Waste Sorting Facility was officiated by the Honourable Albert Jacob, Minister for Environment; Heritage, and was attended by a range of government, industry and community representatives. The facility was supported by grant funding from the Waste Authority through the Waste Avoidance and Resource Recovery Account.

The C&I Waste Sorting Facility will recover resources from commercial and industrial waste streams, diverting waste from landfill whilst also providing an opportunity to reuse materials. With a diversion goal for the facility of 50-55% of material presented, and a processing capacity in the order of 50,000 tonnes of material per annum, this facility provides the opportunity to divert around 25,000 tonnes of material from landfill each year.



Item 4 continued

4.2 STEPS TO SAFETY PROGRAM – SILVER AWARD

The Chairman announced that earlier this year the Local Government Insurance Scheme undertook an audit of EMRC's safety system, assessing safety practices which was an important way of identifying safety strengths as well as areas for improvements. The EMRC received a very high score.

The EMRC has received a Tier 3 Silver rating and \$1,500, which will be used towards safety initiatives. An Action Plan has been developed and will be implemented to further improve the EMRC's safety performance.

The Chairman invited Mr Jonathan Seth, CEO and Mr Ben Galvin, Manager OS&H representing LGIS to present the award to Council. Mr Drew Morton, OS&H Coordinator received the award on behalf of the EMRC.

At the completion of the presentation Mr Seth, Mr Galvin and Mr Morton departed the meeting at 6:06pm.

4.3 LEADING EDGE AWARD

The Chairman announced that due to the recently commenced operations at the EMRC's new Commercial and Industrial Waste Sorting Facility at the Hazelmere Resource Recovery Park, the EMRC have recruited three people with disability from Disability Employment Service provider, Edge Employment Solutions, in addition to those already working in waste operations.

The EMRC have recently been recognised for their commitment to employing and retaining people with disability at the Leading Edge Employer Awards, winning the 'Government Employer' category. The Leading Edge Employer Awards acknowledge employers who have made a significant contribution and have gone above and beyond in creating opportunities for people with disability in Western Australia.

5 RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

Nil

6 PUBLIC QUESTION TIME

Nil

7 APPLICATIONS FOR LEAVE OF ABSENCE

Nil

8 PETITIONS, DEPUTATIONS AND PRESENTATIONS

Nil



14 REPORTS OF EMPLOYEES

QUESTIONS

The Chairman invited questions from members on the reports of employees.

RECOMMENDATION(S)

That with the exception of items, which are to be withdrawn and dealt with separately, Council adopts the recommendations in the Reports of Employees (Section 14).

COUNCIL RESOLUTION(S)

MOVED CR PERKS

SECONDED CR O'CONNOR

THAT WITH THE EXCEPTION OF ITEMS 14.6 and 14.7, WHICH ARE TO BE WITHDRAWN AND DEALT WITH SEPARATELY, COUNCIL ADOPTS THE RECOMMENDATIONS IN THE REPORTS OF EMPLOYEES (SECTION 14).

CARRIED UNANIMOUSLY



14.1 LIST OF ACCOUNTS PAID DURING THE MONTHS OF SEPTEMBER AND OCTOBER 2016

REFERENCE: D2016/13492

PURPOSE OF REPORT

The purpose of this report is to present to Council a list of accounts paid under the Chief Executive Officer's delegated authority during the months of September and October 2016 for noting.

KEY ISSUES AND RECOMMENDATION(S)

- As per the requirements of regulation 13(1) of the *Local Government (Financial Management) Regulations 1996*, the list of accounts paid during the months of September and October 2016 is provided for noting.

Recommendation(s)

That Council notes the CEO's list of accounts for September and October 2016 paid under delegated power in accordance with regulation 13(1) of the *Local Government (Financial Management) Regulations 1996*, forming the attachment to this report totalling \$22,406,463.15.

SOURCE OF REPORT

Director Corporate Services

BACKGROUND

Council has delegated to the Chief Executive Officer (CEO) the exercise of its power to make payments from the Municipal Fund and Trust Fund. In accordance with regulation 13(1) of the *Local Government (Financial Management) Regulations 1996*, a list of accounts paid by the CEO is to be provided to Council, where such delegation is made.



Item 14.1 continued

REPORT

The table below summarises the payments drawn on the funds during the months of September and October 2016. A list detailing the payments made is appended as an attachment to this report.

Municipal Fund	EFT Payments	EFT35708 – EFT36084	
	Cheque Payments	220205 – 220223	
	Payroll EFT	PAY 2017-5, PAY 2017-6, PAY-2017-7 & PAY 2017-8	
	Direct Debits	DD15698.1 – DD15698.19	
	- Superannuation	DD15699.1 – DD15699.19	
		DD15758.1 – DD15758.19	
		DD15759.1 – DD15759.19	
	- Bank Charges	1*SEP16 & 1*OCT16	
	- Other	1106 – 1125	\$22,444,124.80
	Less		
Cancelled EFT & Cheques	EFT 35751 & 35870	(37,661.65)	
Trust Fund	Not Applicable	Nil	
Total		\$22,406,463.15	

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 4 – Good Governance

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

FINANCIAL IMPLICATIONS

As contained within the report.

SUSTAINABILITY IMPLICATIONS

Nil



Item 14.1 continued

MEMBER COUNCIL IMPLICATIONS

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

ATTACHMENT(S)

CEO's Delegated Payments List for the months of September and October 2016 (Ref: D2016/14711)

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That Council notes the CEO's list of accounts for September and October 2016 paid under delegated power in accordance with regulation 13(1) of the *Local Government (Financial Management) Regulations 1996*, forming the attachment to this report totalling \$22,406,463.15.

COUNCIL RESOLUTION(S)

MOVED CR PERKS

SECONDED CR O'CONNOR

THAT COUNCIL NOTES THE CEO'S LIST OF ACCOUNTS FOR SEPTEMBER AND OCTOBER 2016 PAID UNDER DELEGATED POWER IN ACCORDANCE WITH REGULATION 13(1) OF THE *LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996*, FORMING THE ATTACHMENT TO THIS REPORT TOTALLING \$22,406,463.15.

CARRIED UNANIMOUSLY



Eastern Metropolitan Regional Council

CEO's DELEGATED PAYMENTS LIST
FOR THE MONTHS OF SEPTEMBER AND OCTOBER 2016

Cheque / EFT No	Date	Payee	Description	Amount
EFT35708	01/09/2016	AALAN LINE MARKING SERVICES	LINEMARKING - RED HILL	572.00
EFT35709	01/09/2016	ACCESS INDUSTRIAL TYRES PTY LTD	TYRE REPLACEMENTS & REPAIRS	643.50
EFT35710	01/09/2016	ADVANCED NATIONAL SERVICES PTY LTD	CLEANING SERVICES - ASCOT PLACE	2,787.43
EFT35711	01/09/2016	AGPARTS WAREHOUSE	PLANT PARTS	89.10
EFT35712	01/09/2016	AIR FILTER DRY CLEAN SYSTEMS WA PTY LTD ATF AFDCS TRADING TRUST	PLANT PARTS MAINTENANCE & SERVICE	1,166.45
EFT35713	01/09/2016	AIRWELL GROUP PTY LTD	PUMP MAINTENANCE & SERVICE	1,675.08
EFT35714	01/09/2016	ALGA (AUSTRALASIAN LAND & GROUNDWATER ASSOCIATION)	STAFF TRAINING	2,420.00
EFT35715	01/09/2016	APV VALUERS & ASSET MANAGEMENT	ASSET REVALUATION SERVICES - PLANT & EQUIPMENT	13,695.00
EFT35716	01/09/2016	ARMAGUARD (LINFOX ARMAGUARD PTY LTD)	COURIER SERVICE	517.10
EFT35717	01/09/2016	AUSTRACLEAR LIMITED (ASX)	FINANCIAL SERVICES FEE	129.80
EFT35718	01/09/2016	AUSTRALIA POST - ASCOT PLACE	POSTAL SERVICES	0.65
EFT35719	01/09/2016	AUSTRALIA POST - RED HILL	POSTAL SERVICES	398.60
EFT35720	01/09/2016	AUSTRALIAN ENVIRONMENTAL AUDITORS PTY LTD	WASTE SERVICES ENVIRONMENTAL - AUDITING FEE	577.50
EFT35721	01/09/2016	AUSTRALIAN HVAC SERVICES	AIRCONDITIONING MAINTENANCE & REPAIRS	700.04
EFT35722	01/09/2016	AUSTRALIAN LABORATORY SERVICES PTY LTD (ALS)	LABORATORY TESTING & REPORTING	2,700.50
EFT35723	01/09/2016	AUTOSWEEP WA (LAMBERT FAMILY TRUST)	SITE SWEEPING AT HAZELMERE	616.00
EFT35724	01/09/2016	BARFIELD EARTHMOVING (JAYCOURT NOMINEES P/L)	PLANT HIRE	26,794.17
EFT35725	01/09/2016	BARFIELD MECHANICAL SERVICES (JAYCOURT NOMINEES P/L)	PLANT MAINTENANCE ON WOODWASTE GRINDER	440.00
EFT35726	01/09/2016	BATTERY WORLD	BATTERY PURCHASE	613.00
EFT35727	01/09/2016	BLACKWOODS ATKINS	PURCHASE OF PLANT PARTS, TOOLS & EQUIPMENT	3,699.15
EFT35728	01/09/2016	BOBCAT ATTACH	HARDWARE SUPPLIES	43.56
EFT35729	01/09/2016	BOC LTD	GAS CYLINDERS RENTAL	1,239.18
EFT35730	01/09/2016	BRING COURIERS	COURIER SERVICE	490.38
EFT35731	01/09/2016	BUDGET ELECTRICS	BUILDING REPAIRS & MAINTENANCE	562.16
EFT35732	01/09/2016	BUNNINGS GROUP LTD	HARDWARE SUPPLIES	573.24
EFT35733	01/09/2016	CAPITAL TRANSPORT SERVICES (WA) PTY LTD	COURIER SERVICE	529.34
EFT35734	01/09/2016	CARPENTRY, HOUSE AND YARD MAINTENANCE	DISMANTLE WATER TANK & REMOVED DAMAGED MATTRESS SHED ROLLER DOOR AT HAZELMERE	2,986.50
EFT35735	01/09/2016	CCH AUSTRALIA LTD	FBT COMPLIANCE GUIDE	90.53
EFT35736	01/09/2016	CHANDLER MACLEOD GROUP	LABOUR HIRE	1,661.40
EFT35737	01/09/2016	CHEMCENTRE	LABORATORY SAMPLE TESTING	53,429.75
EFT35738	01/09/2016	CIRRENA PTY LTD T/A UNISON INTERACTIVE PTY LTD	WEBSITE MAINTENANCE	1,540.00
EFT35739	01/09/2016	CITY OF SWAN	SITE SWEEPING AT HAZELMERE, COUNCIL RATES FOR HAZELMERE & RED HILL	20,767.04
EFT35740	01/09/2016	CJD EQUIPMENT PTY LTD	PLANT MAINTENANCE, PARTS & SERVICE	1,543.42
EFT35741	01/09/2016	COATES HIRE OPERATIONS PTY LTD	EQUIPMENT RENTAL	554.53
EFT35742	01/09/2016	COMPU-STOR	IT BACKUP DATA SERVICES	724.05
EFT35743	01/09/2016	COVS PARTS PTY LTD	PURCHASE OF PARTS & EQUIPMENT	761.25
EFT35744	01/09/2016	CPR ELECTRICAL SERVICES	MAINTENANCE TO WOODWASTE GRINDER	1,790.25
EFT35745	01/09/2016	CRC FOR WATER SENSITIVE CITIES	ANNUAL CONTRIBUTION - CRC FOR WATER SENSITIVE CITIES	11,000.00
EFT35746	01/09/2016	CREATE ENTERPRISES	MEDIA PRODUCTION COSTS	2,250.00
EFT35747	01/09/2016	CREATIVE CATERING	CATERING COSTS	1,575.00
EFT35748	01/09/2016	CRISALIS INTERNATIONAL PTY LTD	WASTE ENVIRONMENTAL CONSULTING	10,560.00
EFT35749	01/09/2016	CROSSLAND & HARDY PTY LTD	QUARTERLY VOLUME SURVEY	15,668.27
EFT35750	01/09/2016	CSE CROSSCOM PTY LTD	EQUIPMENT SERVICE	594.00
EFT35751	01/09/2016	CSE COMSOURCE PTY LTD	*CANCELLED EFT*	53.35
EFT35752	01/09/2016	DEERING AUTRONICS	PLANT MAINTENANCE	840.11
EFT35753	01/09/2016	DELRON CLEANING PTY LTD	CLEANING SERVICES - RED HILL	3,681.82
EFT35754	01/09/2016	DENSFORD CIVIL PTY LTD	INFRASTRUCTURE WORKS AT HAZELMERE RRP	20,023.30
EFT35755	01/09/2016	DITCH WITCH AUSTRALIA PTY LTD	PLANT PARTS	231.11
EFT35756	01/09/2016	DMB FLUID TECHNOLOGIES PTY LTD	PLANT PARTS	2,822.01
EFT35757	01/09/2016	DUN & BRADSTREET PTY LTD	CREDIT REFERENCE CHECKS	50.27
EFT35758	01/09/2016	E & MJ ROSHER	PLANT PARTS	216.60
EFT35759	01/09/2016	ECO ENVIRONMENTAL (BENFOSTER PTY LTD)	EQUIPMENT HIRE & PURCHASES	1,127.50
EFT35760	01/09/2016	ECOTECH P/L	WEBSITE SET UP FEE - RRP	825.00
EFT35761	01/09/2016	ELAN ENERGY MATRIX	TYRE DISPOSAL COSTS	403.47
EFT35762	01/09/2016	ELEMENT HYDROGRAPHIC SOLUTIONS	EQUIPMENT MAINTENANCE & SERVICE	617.10
EFT35763	01/09/2016	EMS PLANT PRODUCTION (WORKPOWER)	ENVIRONMENTAL CONSULTING - SALP	89.93
EFT35764	01/09/2016	EXPERIENCE PERTH	ANNUAL MEMBERSHIP RENEWAL	470.00
EFT35765	01/09/2016	FILTERS PLUS	PLANT FILTERS	876.16
EFT35766	01/09/2016	FLUID MANAGEMENT TECHNOLOGY PTY LTD	PLANT PARTS	544.50
EFT35767	01/09/2016	FRESH BOOST PTY LTD ATF BANDITS TRUST	STAFF AMENITIES	756.60
EFT35768	01/09/2016	FUJI XEROX AUSTRALIA PTY LTD	PHOTOCOPIER MAINTENANCE & SUPPLIES	839.20
EFT35769	01/09/2016	GALLERIA TOYOTA	VEHICLE SERVICE	370.00
EFT35770	01/09/2016	GIDGEGANNUP AGRICULTURAL SOCIETY	ADVERTISING COST - COMMUNITY GRANT	44.00
EFT35771	01/09/2016	GREEN SKILLS INC (ECOJOBS ENVIRONMENTAL PERSONEL)	LABOUR HIRE	1,407.45
EFT35772	01/09/2016	GREENWAY ENTERPRISES	HARDWARE SUPPLIES	5,170.00
EFT35773	01/09/2016	HARVEY NORMAN AV/IT SUPERSTORE MIDLAND	OFFICE EQUIPMENT	119.00
EFT35774	01/09/2016	HEATLEY SALES PTY LTD	EQUIPMENT PURCHASE	56.10
EFT35775	01/09/2016	HILLS FRESH	STAFF AMENITIES	253.87
EFT35776	01/09/2016	HITACHI CONSTRUCTION MACHINERY (AUSTRALIA) PTY LTD	PLANT MAINTENANCE & SERVICE	984.35
EFT35777	01/09/2016	HYDRAULIC HOIST & WINCH SALES (WA) PTY LTD	PLANT PARTS	185.00
EFT35778	01/09/2016	INDUSTRIAL ROADPAVERS (WA) PTY LTD	UPGRADE TO WASHDOWN BAY AT RED HILL	25,986.76
EFT35779	01/09/2016	INFRA RED SERVICES (CONSULQUAL PTY LTD)	BUILDING MAINTENANCE - RED HILL	3,938.00
EFT35780	01/09/2016	IPING PTY LTD	INTERNET SERVICE	1,128.80
EFT35781	01/09/2016	IT VISION AUSTRALIA PTY LTD	IT VISION USER ANNUAL LICENCE FEE	40,554.80
EFT35782	01/09/2016	JCB CONSTRUCTION EQUIPMENT AUSTRALIA	PLANT PARTS	554.38
EFT35783	01/09/2016	JONES LANG LASALLE AUSTRALIA	VALUATION COST - LOT 8 TOODYAY ROAD	5,500.00
EFT35784	01/09/2016	K-LINE FENCING GROUP	INSTALL GATE TO COMPOUND FENCE AT HAZELMERE & REPAIRS TO FENCE	2,403.50
EFT35785	01/09/2016	KANGA AND ASSOCIATES	SERVICE TO PLANT	489.50
EFT35786	01/09/2016	KERLIN, KAREN MICHELE T/A JAM PACKED COMMUNICATIONS	CONSULTING COSTS - HAZELMERE RRP	8,316.00
EFT35787	01/09/2016	KEY2CREATIVE (MUSTANG THREE PTY LTD)	ANNUAL REPORT - CONSULTING FEE	616.00
EFT35788	01/09/2016	KIDS AROUND PERTH	ADVERTISING COSTS - AVON DESCENT	220.00
EFT35789	01/09/2016	KLB SYSTEMS	COMPUTER HARDWARE & CONSUMABLES PURCHASES	550.00
EFT35790	01/09/2016	KONICA MINOLTA BUSINESS SOLUTIONS AUSTRALIA P/L	PHOTOCOPIER MAINTENANCE & SUPPLIES	909.32
EFT35791	01/09/2016	KOTT GUNNING LAWYERS	LEGAL ADVICE - RRF TENDER DOCUMENTATION	8,781.96
EFT35792	01/09/2016	LANDFILL GAS & POWER PTY LTD	ELECTRICITY USAGES	25,490.88
EFT35793	01/09/2016	LIEBHERR AUSTRALIA PTY LTD	PLANT PARTS PURCHASE, REPAIR & SERVICE	580.93
EFT35794	01/09/2016	LIFTRITE HIRE & SALES	PLANT SERVICE & MAINTENANCE	870.94
EFT35795	01/09/2016	MACRI PARTNERS	AUDIT FEE - GRANT ACQUITTAL	880.00
EFT35796	01/09/2016	MAIL PLUS PERTH	MAIL SERVICE	369.60
EFT35797	01/09/2016	MAJOR MOTORS PTY LTD	PLANT PARTS	75.37
EFT35798	01/09/2016	MCINERNEY FORD	VEHICLE PURCHASE	31,475.90
EFT35799	01/09/2016	MCINTOSH & SON	HARDWARE SUPPLIES	15.25
EFT35800	01/09/2016	METROWEST ELECTRICAL & COMMUNICATIONS PTY LTD	IT EQUIPMENT PURCHASE	1,753.40
EFT35801	01/09/2016	MIKE HAYWOOD'S SUSTAINABLE RESOURCE SOLUTIONS	CONSULTING COSTS - C&I PROJECT & RRP	6,600.00
EFT35802	01/09/2016	MISS MAUD	CATERING COSTS	32.50
EFT35803	01/09/2016	MUCHEA TREE FARM	PURCHASE OF TUBESTOCK	20,251.00
EFT35804	01/09/2016	MUNDARING GARDEN CENTRE	PURCHASE OF TUBESTOCK	1,040.00

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Cheque / EFT No	Date	Payee	Description	Amount
EFT35805	01/09/2016	MUNDARING TYRE CENTRE	TYRE REPAIRS & PURCHASES	1,374.00
EFT35806	01/09/2016	NEVERFAIL SPRINGWATER	BOTTLED WATER	257.40
EFT35807	01/09/2016	NK ASPHALTS PTY LTD	LAY 40MM ASPHALT ON COLOURED MULCH PAD AT HAZELMERE	13,483.25
EFT35808	01/09/2016	ONSITE RENTALS PTY LTD	EQUIPMENT RENTAL	439.04
EFT35809	01/09/2016	OPTUM HEALTH & TECHNOLOGY (AUSTRALIA) PTY LTD	EAP - COUNSELLING FEES	255.75
EFT35810	01/09/2016	OPUS INTERNATIONAL CONSULTANTS (AUSTRALIA) PTY LTD	ENGINEERING DESIGN CONSULTANCY - HAZELMERE	4,476.45
EFT35811	01/09/2016	PALMER EARTHMOVING AUSTRALIA PTY LTD	FERRICRETE CRUSHING	64,775.34
EFT35812	01/09/2016	PERTH SCIENTIFIC	EQUIPMENT PURCHASES	99.00
EFT35813	01/09/2016	PERTH SECURITY SERVICES - MCW CORPORATION PTY LTD	SECURITY PATROLS	13,864.67
EFT35814	01/09/2016	PETRO MIN ENGINEERS	ENGINEERING DESIGN - C&I BUILDING	7,449.75
EFT35815	01/09/2016	PIRTEK MIDLAND (M & B HYDRAULICS PTY LTD)	PLANT REPAIRS & MAINTENANCE	1,271.74
EFT35816	01/09/2016	PJ & DM GODFREY FENCING CONTRACTORS	FENCE REPAIRS	1,100.00
EFT35817	01/09/2016	PROTECTOR FIRE SERVICES	FIRE FIGHTING EQUIPMENT INSPECTION & MAINTENANCE	2,665.91
EFT35818	01/09/2016	PRUDENTIAL INVESTMENT SERVICES CORP P/L	INVESTMENT ADVISORY SERVICES	2,475.00
EFT35819	01/09/2016	REFRESH WATERS PTY LTD	BOTTLED WATER	84.00
EFT35820	01/09/2016	RENTOKIL INITIAL PTY LTD	PEST CONTROL	242.00
EFT35821	01/09/2016	RUDD INDUSTRIAL AND FARM SUPPLIES	HARDWARE SUPPLIES	2,077.42
EFT35822	01/09/2016	SAFETY WORLD	PROTECTIVE CLOTHING	705.70
EFT35823	01/09/2016	SGS AUSTRALIA PTY LTD	AUDIT FEE - ISO 14001 EMS CERTIFICATION FOR RED HILL	2,852.30
EFT35824	01/09/2016	SHARIFAH S BONNE	STAFF HEALTH PROMOTION	360.00
EFT35825	01/09/2016	SHIRE OF KALAMUNDA	VENUE HIRE	140.00
EFT35826	01/09/2016	SHUGS ELECTRICAL	BUILDING MAINTENANCE & REPAIRS FOR RED HILL & HAZELMERE	1,960.38
EFT35827	01/09/2016	SIGN SUPERMARKET	SIGNAGE SUPPLIES	250.00
EFT35828	01/09/2016	SIGNS & LINES	SIGNAGE SUPPLIES	1,673.44
EFT35829	01/09/2016	SNAP BELMONT (BELSNAP PTY LTD)	STATIONERY & DOCKET BOOKS PRINTING	3,001.90
EFT35830	01/09/2016	SONIC HEALTHPLUS PTY LTD	PRE-EMPLOYMENT STAFF MEDICAL	148.50
EFT35831	01/09/2016	SPUDS GARDENING SERVICES	GROUND & GARDEN MAINTENANCE, WEED CONTROL & SEEDS FOR TREE PLANTING AT RED HILL	28,198.00
EFT35832	01/09/2016	STANTONS INTERNATIONAL	PROBITY SERVICES - RRF TENDER	2,765.40
EFT35833	01/09/2016	STAPLES AUSTRALIA LTD	STATIONERY & CONSUMABLES	2,215.42
EFT35834	01/09/2016	STATEWEST PLANNING	WASTE OPERATION - ENVIRONMENTAL CONSULTING	726.00
EFT35835	01/09/2016	STOTT HOARE	NETWORK STORAGE PURCHASES	57,325.40
EFT35836	01/09/2016	SWAN VALLEY CAFE	CATERING COSTS	167.00
EFT35837	01/09/2016	SYNNOTT MULHOLLAND MANAGEMENT SERVICES P/L T/A CONSULTATION	CONSULTING FEE - RRF	2,574.00
EFT35838	01/09/2016	TALIS CONSULTANTS	CONSULTING FEES - RRF	56,076.63
EFT35839	01/09/2016	TELSTRA CORPORATION LTD	TELEPHONE CHARGES	6,352.43
EFT35840	01/09/2016	TIM DAVIES LANDSCAPING PTY LTD	GROUND & GARDEN MAINTENANCE	983.18
EFT35841	01/09/2016	TJ DEPIAZZI & SONS	PRODUCT TRANSPORTATION COST	1,633.50
EFT35842	01/09/2016	TOTALLY WORKWEAR MIDLAND	PROTECTIVE CLOTHING	1,484.06
EFT35843	01/09/2016	TOX FREE SOLUTIONS	WASTE DISPOSAL - FLURO TUBE BIN	1,373.63
EFT35844	01/09/2016	TRACTOR MAN	ENVIRONMENTAL CONSULTING - 20 MILLION TREES	462.00
EFT35845	01/09/2016	TUTT BRYANT EQUIPMENT (BT EQUIPMENT PTY LTD)	PLANT SERVICE AGREEMENTS	2,366.52
EFT35846	01/09/2016	UPPER REACH WINERY	CATERING COSTS	2,916.00
EFT35847	01/09/2016	VOLICH WASTE CONTRACTORS PTY LTD	BULK BIN HIRE	44.00
EFT35848	01/09/2016	WA HINO SALES AND SERVICE	PLANT REPAIRS & MAINTENANCE	1,690.75
EFT35849	01/09/2016	WALGA - WESTERN AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION	ANNUAL SUBSCRIPTION RENEWAL	22,505.12
EFT35850	01/09/2016	WATERLOGIC AUSTRALIA PTY LTD	EQUIPMENT RENTAL	335.50
EFT35851	01/09/2016	WE LOVE PERTH	ONLINE BANNER	200.00
EFT35852	01/09/2016	WELDING WORLD	PLANT PARTS	363.08
EFT35853	01/09/2016	WEST COAST WATER FILTER MAN	SERVICE OF WATER FILTER SYSTEM HAZELMERE	462.00
EFT35854	01/09/2016	WORKFORCE INTERNATIONAL	LABOUR HIRE	3,232.43
EFT35855	01/09/2016	WORKPAC PTY LTD	LABOUR HIRE	8,478.86
EFT35856	01/09/2016	WURTH AUSTRALIA PTY LTD	PLANT PARTS	734.10
EFT35857	09/09/2016	ALGA (AUSTRALASIAN LAND & GROUNDWATER ASSOCIATION)	STAFF TRAINING	1,320.00
EFT35858	09/09/2016	BOSS PTY LTD T/A TRISSET BUSINESS FORMS	DOCKET BOOKS PRINTING	3,069.00
EFT35859	09/09/2016	CABCHARGE	ADMINISTRATION CHARGE	6.00
EFT35860	09/09/2016	COMSYNC CONSULTING PTY LTD	IT CONSULTING	2,763.75
EFT35861	09/09/2016	CSE CROSSCOM PTY LTD	EQUIPMENT PURCHASE	53.35
EFT35862	09/09/2016	DATA 3 PERTH	SOFRWARE LICENCE ANNUAL RENEWAL	2,196.24
EFT35863	09/09/2016	MIDLAND TOYOTA (DVG)	VEHICLE SERVICE	926.31
EFT35864	09/09/2016	TELSTRA CORPORATION LTD	TELEPHONE CHARGES	861.66
EFT35865	13/09/2016	DENSFORD CIVIL PTY LTD	C&I BUILDING CONSTRUCTION COST (PART)	9,763.62
EFT35866	13/09/2016	INTEWORK INC	REFUND OF OVERPAYMENT	33.00
EFT35867	13/09/2016	MOTORCHARGE PTY LTD	FLEET FUEL PURCHASES	2,844.27
EFT35868	13/09/2016	OPS SCREENING & CRUSHING EQUIPMENT P/L	EQUIPMENT PURCHASE - C&I BUILDING	474,556.50
EFT35869	13/09/2016	PAYG PAYMENTS	TAXATION PAYMENT	62,977.00
EFT35870	15/09/2016	CITY OF BELMONT	*CANCELLED EFT*	37,608.30
EFT35871	16/09/2016	PITNEY BOWES CREDIT AUSTRALIA LTD	POSTAGE EXPENSE	333.63
EFT35872	16/09/2016	PR POWER PTY LTD	WASH DOWN BAY UPGRADE	11,670.78
EFT35873	16/09/2016	WESTRAC EQUIPMENT PTY LTD	SERVICE AGREEMENT	6,243.78
EFT35874	16/09/2016	CITY OF BELMONT	COUNCIL RATES & AVON DESCENT GRANT DISTRIBUTION	29,431.90
EFT35875	20/09/2016	BP AUSTRALIA PTY LTD	FUEL PURCHASES	19,251.27
EFT35876	20/09/2016	BP AUSTRALIA PTY LTD	OIL PURCHASES	1,146.61
EFT35877	20/09/2016	DEPUTY COMMISSIONER OF TAXATION	GST PAYMENT	189,736.00
EFT35878	23/09/2016	ALGA (AUSTRALASIAN LAND & GROUNDWATER ASSOCIATION)	STAFF TRAINING	137.50
EFT35879	23/09/2016	BP AUSTRALIA PTY LTD	FUEL PURCHASES	9,082.06
EFT35880	23/09/2016	COMSYNC CONSULTING PTY LTD	IT CONSULTING	2,598.75
EFT35881	23/09/2016	SYNERGY	ELECTRICITY USAGES	1,736.60
EFT35882	27/09/2016	MARGARET DENISON	REFUND TO CUSTOMER	56.50
EFT35883	27/09/2016	MARKETFORCE	ADVERTISING COST - AVON DESCENT & GENERAL ADVERTISING	9,493.15
EFT35884	27/09/2016	ODOUR CONTROL SYSTEMS INTERNATIONAL LTD	ALTERNATIVE DAILY COVER MATERIAL	13,970.42
EFT35885	27/09/2016	PAYG PAYMENTS	TAXATION PAYMENT	62,023.00
EFT35886	29/09/2016	KUEHNE+NAGEL PTY LTD	GST ON PLANT PARTS FOR WOODWASTE GRINDER	16,778.48
EFT35887	29/09/2016	MARKETFORCE	ADVERTISING COST - AVON DESCENT & GENERAL ADVERTISING	2,904.90
EFT35888	03/10/2016	ACCESS INDUSTRIAL TYRES PTY LTD	TYRE REPAIRS	222.75
EFT35889	03/10/2016	ADAMS COACHLINES	BUS HIRE	520.00
EFT35890	03/10/2016	ADT SECURITY	LOCK REPLACEMENT - ASCOT PLACE	761.20
EFT35891	03/10/2016	ADVANCED NATIONAL SERVICES PTY LTD	CLEANING SERVICES - ASCOT PLACE	2,612.75
EFT35892	03/10/2016	AHA! CONSULTING	CONSULTATION FEE - RESOURCE RECOVERY	1,320.00
EFT35893	03/10/2016	AIR FILTER DRY CLEAN SYSTEMS WA	PLANT PARTS MAINTENANCE & SERVICE	1,837.83
EFT35894	03/10/2016	AIRWELL GROUP PTY LTD	PUMP MAINTENANCE & SERVICE	525.84
EFT35895	03/10/2016	ARMAGUARD (LINFOX ARMAGUARD PTY LTD)	COURIER SERVICE	413.68
EFT35896	03/10/2016	AUSCORP IT	PRINTER CONSUMABLES	1,277.61
EFT35897	03/10/2016	AUSTRACLEAR LIMITED (ASX)	FINANCIAL SERVICES FEE	10.45
EFT35898	03/10/2016	AUSTRALIA POST - RED HILL	POSTAL SERVICES	281.20
EFT35899	03/10/2016	AUSTRALIAN ASSOCIATION FOR ENVIRONMENTAL EDUCATION	MEMBERSHIP RENEWAL	250.00
EFT35900	03/10/2016	AUSTRALIAN ENVIRONMENTAL AUDITORS PTY LTD	WASTE SERVICES ENVIRONMENTAL - AUDITING FEE	9,102.50
EFT35901	03/10/2016	AUSTRALIAN HVAC SERVICES	AIRCONDITIONING MAINTENANCE & REPAIRS	550.00
EFT35902	03/10/2016	AUSTRALIAN INSTITUTE OF MANAGEMENT - AIM	STAFF TRAINING	540.00
EFT35903	03/10/2016	AUSTRALIAN LABORATORY SERVICES PTY LTD (ALS)	LABORATORY TESTING & REPORTING ON SOIL SAMPLES	7,252.85

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EFT35904	03/10/2016	AUTOSWEEP WA (LAMBERT FAMILY TRUST)	SITE SWEEPING AT HAZELMERE	2,772.00
EFT35905	03/10/2016	BARFIELD EARTHMOVING (JAYCOURT NOMINEES P/L)	PLANT HIRE	13,168.64
EFT35906	03/10/2016	BARFIELD MECHANICAL SERVICES (JAYCOURT NOMINEES P/L)	PLANT MAINTENANCE ON WOODWASTE GRINDER	2,750.00
EFT35907	03/10/2016	BATTERY WORLD	PURCHASE OF BATTERIES FOR HOOKLIFT TRUCK	518.00
EFT35908	03/10/2016	BAYSWATER MAZDA	VEHICLE SERVICE	359.29
EFT35909	03/10/2016	BEAUMONDE HOSPITALITY AUSTRALIA PTY LTD	CATERING COSTS	2,646.00
EFT35910	03/10/2016	BELMONT - REDCLIFFE NEWSROUND	NEWSPAPERS	51.80
EFT35911	03/10/2016	BIN BATH AUSTRALIA PTY LTD	BIN CLEANING EXPENSES	175.78
EFT35912	03/10/2016	BINDI BINDI DREAMING	WORKSHOP PRESENTATION FEE	600.00
EFT35913	03/10/2016	BLACKWOODS ATKINS	PLANT PARTS	508.00
EFT35914	03/10/2016	BOB PERKS	QUARTERLY COUNCILLORS PAYMENT	2,613.75
EFT35915	03/10/2016	BOBCAT ATTACH	PLANT REPAIRS	1,045.00
EFT35916	03/10/2016	BOC LTD	GAS CYLINDERS RENTAL	1,428.45
EFT35917	03/10/2016	BOW STEEL PTY LTD	REPAIRS TO ACCESS STEPS TO CONTROL ROOM HUT ON GRINDER	2,629.00
EFT35918	03/10/2016	BRIAN NAUGHTON (BG'S CAR CLEANING SERVICE)	CLEANING CAR POOL VEHICLES & BUILDING MAINTENANCE	485.00
EFT35919	03/10/2016	BRING COURIERS	COURIER SERVICE	629.49
EFT35920	03/10/2016	BUNNINGS GROUP LTD	HARDWARE SUPPLIES	717.08
EFT35921	03/10/2016	C4 CONCEPTS PTY LTD	ARTWORK DESIGN	154.00
EFT35922	03/10/2016	CABCHARGE	ADMINISTRATION CHARGE	6.00
EFT35923	03/10/2016	CAPITAL TRANSPORT SERVICES (WA) PTY LTD	COURIER SERVICE	737.50
EFT35924	03/10/2016	CARPENTRY, HOUSE AND YARD MAINTENANCE	DISMANTLE & REMOVED DAMAGED MATTRESS SHED & BUILDING MAINTENANCE AT HAZELMERE	4,224.00
EFT35925	03/10/2016	CATHERINE EHRHARDT	COUNCILLORS ATTENDANCE FEE	236.00
EFT35926	03/10/2016	CCH AUSTRALIA LTD	MASTER TAX GUIDE	159.47
EFT35927	03/10/2016	CHANDLER MACLEOD GROUP	LABOUR HIRE	2,572.56
EFT35928	03/10/2016	CHEMCENTRE	LABORATORY SAMPLE TESTING ON WATER MONITORING	25,692.27
EFT35929	03/10/2016	CIRRENA PTY LTD T/A UNISON INTERACTIVE PTY LTD	WEBSITE MAINTENANCE	1,540.00
EFT35930	03/10/2016	CJD EQUIPMENT PTY LTD	PLANT MAINTENANCE, PARTS & SERVICE	14,075.10
EFT35931	03/10/2016	COATES HIRE OPERATIONS PTY LTD	PLANT HIRE	611.15
EFT35932	03/10/2016	COMPU-STOR	IT BACKUP DATA SERVICES	800.67
EFT35933	03/10/2016	COVS PARTS PTY LTD	PURCHASE OF PARTS & EQUIPMENT	1,568.61
EFT35934	03/10/2016	CPR ELECTRICAL SERVICES	MAINTENANCE TO WOODWASTE GRINDER	2,464.00
EFT35935	03/10/2016	CROSSLAND & HARDY PTY LTD	QUARTERLY VOLUME SURVEY	1,640.54
EFT35936	03/10/2016	DAMIEN COLE GROUP	EQUIPMENT PURCHASE	3,300.00
EFT35937	03/10/2016	DAVID FARDIG	QUARTERLY COUNCILLORS PAYMENT	8,886.50
EFT35938	03/10/2016	DEERING AUTRONICS	VEHICLE MAINTENANCE	328.57
EFT35939	03/10/2016	DELRON CLEANING PTY LTD	CLEANING SERVICES - RED HILL	3,715.37
EFT35940	03/10/2016	DEPARTMENT OF PARKS AND WILDLIFE (DPAW) - PERTH HILLS DISTRICT	WORKSHOP PRESENTATION FEE	660.00
EFT35941	03/10/2016	DIEBACK TREATMENT SERVICES	ENVIRONMENTAL CONSULTING - SURVEY FEE	4,356.00
EFT35942	03/10/2016	DMB FLUID TECHNOLOGIES PTY LTD	PLANT PARTS	832.61
EFT35943	03/10/2016	DUN & BRADSTREET PTY LTD	CREDIT REFERENCE CHECKS	49.50
EFT35944	03/10/2016	DYLAN O'CONNOR	QUARTERLY COUNCILLORS PAYMENT	2,613.75
EFT35945	03/10/2016	E & MJ ROSHER	PLANT PARTS	240.65
EFT35946	03/10/2016	ECO ENVIRONMENTAL (BENFOSTER PTY LTD)	EQUIPMENT HIRE & SERVICE MAINTENANCE	462.00
EFT35947	03/10/2016	EFFICIENT REFRIGERATION & ENERGY SAVINGS PTY LTD	AIRCONDITIONING MAINTENANCE	770.00
EFT35948	03/10/2016	ELAN ENERGY MATRIX	TYRE DISPOSAL COSTS	696.49
EFT35949	03/10/2016	ELEMENT HYDROGRAPHIC SOLUTIONS	EQUIPMENT MAINTENANCE & SERVICE	748.00
EFT35950	03/10/2016	EWP SERVICES (TELESCOPIC TOWERS ENTERPRISES)	EQUIPMENT MAINTENANCE & SERVICE	493.28
EFT35951	03/10/2016	FILTERS PLUS	PLANT FILTERS	285.45
EFT35952	03/10/2016	FRESH BOOST PTY LTD ATF BANDITS TRUST	STAFF AMENITIES	943.60
EFT35953	03/10/2016	FUJI XEROX AUSTRALIA PTY LTD	PHOTOCOPIER MAINTENANCE & SUPPLIES	1,624.74
EFT35954	03/10/2016	GALLERIA TOYOTA	VEHICLE SERVICE	500.32
EFT35955	03/10/2016	GEOFF STALLARD	QUARTERLY COUNCILLORS PAYMENT	2,613.75
EFT35956	03/10/2016	GERRY PULE	COUNCILLORS ATTENDANCE FEE	472.00
EFT35957	03/10/2016	GROENEVELD AUSTRALIA P/L	PLANT PARTS	180.50
EFT35958	03/10/2016	HARTAC SALES & DISTRIBUTION PTY LTD	HARDWARE SUPPLIES	186.78
EFT35959	03/10/2016	HERBERT SMITH FREEHILLS	QUARTERLY LEGISLATIVE REVIEW MANUAL	2,805.00
EFT35960	03/10/2016	HIGHWAY MOTOR TRIMMERS	SUPPLY & FIT SEAT COVER FOR VEHICLE	442.75
EFT35961	03/10/2016	HILLS FRESH	STAFF AMENITIES	175.74
EFT35962	03/10/2016	HITACHI CONSTRUCTION MACHINERY (AUSTRALIA) PTY LTD	PLANT MAINTENANCE & SERVICE	1,432.66
EFT35963	03/10/2016	HOSECO (WA) PTY LTD	PLANT PARTS	220.50
EFT35964	03/10/2016	HYDRAULIC HOIST & WINCH SALES (WA) PTY LTD	PLANT PARTS	183.70
EFT35965	03/10/2016	ID CONSULTING PTY LTD	ANNUAL SUBSCRIPTION	4,510.00
EFT35966	03/10/2016	INDIANA SIGN COMPANY	DESIGN & SUPPLY OF SIGN	456.50
EFT35967	03/10/2016	INSIGHT ORNITHOLOGY	ENVIRONMENTAL CONSULTING	130.00
EFT35968	03/10/2016	IPING PTY LTD	INTERNET SERVICE	1,128.80
EFT35969	03/10/2016	JANET POWELL	QUARTERLY COUNCILLORS PAYMENT	2,613.75
EFT35970	03/10/2016	JCB CONSTRUCTION EQUIPMENT AUSTRALIA	PLANT PARTS	2,750.00
EFT35971	03/10/2016	JOHN DAW	QUARTERLY COUNCILLORS PAYMENT	2,613.75
EFT35972	03/10/2016	JOHN HUGHES (ROHANNA PTY LTD)	VEHICLE SERVICE	249.00
EFT35973	03/10/2016	KIDS AROUND PERTH	ADVERTISING COSTS - REGIONAL DEVELOPMENT	540.00
EFT35974	03/10/2016	KLB SYSTEMS	COMPUTER HARDWARE & CONSUMABLES PURCHASES	8,481.00
EFT35975	03/10/2016	KONICA MINOLTA BUSINESS SOLUTIONS AUSTRALIA P/L	PHOTOCOPIER MAINTENANCE & SUPPLIES	1,058.86
EFT35976	03/10/2016	KOTT GUNNING LAWYERS	LEGAL ADVICE	10,934.77
EFT35977	03/10/2016	LANDFILL GAS & POWER PTY LTD	ELECTRICITY USAGES	28,854.02
EFT35978	03/10/2016	LANDMARK OPERATIONS LIMITED	PARTS PURCHASES	264.00
EFT35979	03/10/2016	LGIS	INSURANCE PREMIUM	25,310.70
EFT35980	03/10/2016	LIEBHERR AUSTRALIA PTY LTD	PLANT PARTS PURCHASE, REPAIR & SERVICE	3,719.08
EFT35981	03/10/2016	LO-GO APPOINTMENTS	LABOUR HIRE	3,276.12
EFT35982	03/10/2016	MACRI PARTNERS	BANK AUDIT CONFIRMATION FEE	91.50
EFT35983	03/10/2016	MAIL PLUS PERTH	MAIL EXPENSES	369.60
EFT35984	03/10/2016	MAJOR MOTORS PTY LTD	PLANT MAINTENANCE & REPAIRS	10,505.37
EFT35985	03/10/2016	MICHAEL LEWIS	QUARTERLY COUNCILLORS PAYMENT	2,613.75
EFT35986	03/10/2016	MICHELLE SUTHERLAND	QUARTERLY COUNCILLORS PAYMENT	2,613.75
EFT35987	03/10/2016	MIDALIA STEEL (ONESTEEL)	HARDWARE SUPPLIES	77.48
EFT35988	03/10/2016	MIDLAND CAMERA HOUSE	PURCHASE OF CAMERA	208.00
EFT35989	03/10/2016	MIDWAY FORD (WA)	VEHICLE SERVICE	692.50
EFT35990	03/10/2016	MIKE HAYWOOD'S SUSTAINABLE RESOURCE SOLUTIONS	CONSULTING COSTS - C&I PROJECT & RRP	6,600.00
EFT35991	03/10/2016	MILLENNIUM KIDS INC	ANNUAL MEMBERSHIP RENEWAL	100.00
EFT35992	03/10/2016	MISS MAUD	CATERING COSTS	569.95
EFT35993	03/10/2016	MS GROUNDWATER MANAGEMENT	LABORATORY TESTING & REPORTING ON SOIL & GROUNDWATER	13,992.00
EFT35994	03/10/2016	MUNDARING CRANE TRUCK HIRE	EQUIPMENT TRANSPORTATION COSTS	317.00
EFT35995	03/10/2016	MUNDARING TYRE CENTRE	TYRE REPAIRS	380.00
EFT35996	03/10/2016	NEOPOST AUSTRALIA PTY LTD	EQUIPMENT SERVICE & MAINTENANCE	325.60
EFT35997	03/10/2016	NEVERFAIL SPRINGWATER	BOTTLED WATER	489.30
EFT35998	03/10/2016	NEVILLE REFRIGERATION	DEGASSING OF FRIDGES & AIRCONDITIONERS	693.00
EFT35999	03/10/2016	O'MEARA'S LAWN MOWING SERVICE	INSTALL FIREBREAK	300.00
EFT36000	03/10/2016	ONSITE RENTALS PTY LTD	EQUIPMENT RENTAL	516.02
EFT36001	03/10/2016	OPUS INTERNATIONAL CONSULTANTS (AUSTRALIA) PTY LTD	ENGINEERING DESIGN CONSULTANCY - HAZELMERE	9,913.75
EFT36002	03/10/2016	OTIS ELEVATOR COMPANY PTY LTD	BUILDING MAINTENANCE & REPAIRS	1,610.65

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EFT36003	03/10/2016	PAUL BRIDGES	QUARTERLY COUNCILLORS PAYMENT	2,613.75
EFT36004	03/10/2016	PERTH SECURITY SERVICES - MCW CORPORATION PTY LTD	SECURITY PATROLS	13,163.97
EFT36005	03/10/2016	PIRTEK MIDLAND (M & B HYDRAULICS PTY LTD)	PLANT REPAIRS & MAINTENANCE	788.99
EFT36006	03/10/2016	PJ & DM GODFREY FENCING CONTRACTORS	FENCE REPAIRS	1,100.00
EFT36007	03/10/2016	PPR AUSTRALIA	CONSULTING FEE - RRF	627.73
EFT36008	03/10/2016	PRESTIGE ALARMS	SECURITY MAINTENANCE - RED HILL & HAZELMERE	863.50
EFT36009	03/10/2016	PRESTIGE PUMP RENTALS	EQUIPMENT RENTAL	2,172.50
EFT36010	03/10/2016	REFRESH WATERS PTY LTD	BOTTLED WATER	84.00
EFT36011	03/10/2016	RILEY'S AUTO ELECTRICS	PLANT MAINTENANCE & REPAIRS	649.00
EFT36012	03/10/2016	RUDD INDUSTRIAL AND FARM SUPPLIES	HARDWARE SUPPLIES	613.47
EFT36013	03/10/2016	SAFETY SIGNS SERVICE	SIGNAGE	76.89
EFT36014	03/10/2016	SCOPEONE BUSINESS SOLUTIONS	STAFF TRAINING	1,000.00
EFT36015	03/10/2016	SDF GLOBAL	CONSULTING COSTS - ENVIRONMENTAL SERVICES	3,483.15
EFT36016	03/10/2016	SEBEL FURNITURE	PURCHASE OF OFFICE EQUIPMENT	6,096.75
EFT36017	03/10/2016	SHARIFAH S BONNE	STAFF HEALTH PROMOTION	180.00
EFT36018	03/10/2016	SHUGS ELECTRICAL	BUILDING MAINTENANCE & REPAIRS FOR RED HILL & HAZELMERE	2,671.40
EFT36019	03/10/2016	SNAP BELMONT (BELSNAP PTY LTD)	SIGNAGE & BUSINESS CARD PRINTING	769.39
EFT36020	03/10/2016	SOUTH METROPOLITAN TAFF	STAFF TRAINING	174.78
EFT36021	03/10/2016	SPUDS GARDENING SERVICES	GROUND & GARDEN MAINTENANCE, WEED CONTROL & SEEDS FOR TREE PLANTING AT RED HILL	8,020.00
EFT36022	03/10/2016	STANTONS INTERNATIONAL	PROBITY SERVICES - RRF TENDER	3,948.45
EFT36023	03/10/2016	STAPLES AUSTRALIA LTD	STATIONERY & CONSUMABLES	1,622.89
EFT36024	03/10/2016	STEPHEN K WOLFF	QUARTERLY COUNCILLORS PAYMENT	2,613.75
EFT36025	03/10/2016	STOTT HOARE	COMPUTER HARDWARE PURCHASES	2,222.00
EFT36026	03/10/2016	STRATEGEN ENVIRONMENTAL CONSULTANTS PTY LTD	CONSULTING FEE - WWTE	2,200.00
EFT36027	03/10/2016	TELSTRA CORPORATION LTD	TELEPHONE CHARGES	5,988.04
EFT36028	03/10/2016	TERRY KENYON	QUARTERLY COUNCILLORS PAYMENT	3,855.25
EFT36029	03/10/2016	THE ODOUR UNIT (WA) P/L	EQUIPMENT SERVICE	2,200.00
EFT36030	03/10/2016	THE WATERSHED	PARTS PURCHASES	1,252.80
EFT36031	03/10/2016	TIM DAVIES LANDSCAPING PTY LTD	GROUND & GARDEN MAINTENANCE	983.18
EFT36032	03/10/2016	TJ DEPIAZZI & SONS	PRODUCT TRANSPORTATION COST	6,534.00
EFT36033	03/10/2016	TOTALLY WORKWEAR MIDLAND	PROTECTIVE CLOTHING	877.98
EFT36034	03/10/2016	TOX FREE SOLUTIONS	WASTE DISPOSAL	66.00
EFT36035	03/10/2016	TRUCKLINE	PLANT PARTS	562.89
EFT36036	03/10/2016	TUTT BRYANT EQUIPMENT (BT EQUIPMENT PTY LTD)	PLANT SERVICE AGREEMENTS	5,276.59
EFT36037	03/10/2016	UPPER REACH WINERY	CATERING COSTS	240.00
EFT36038	03/10/2016	VERTICAL TELECOM WA PTY LTD (VERTEL)	RADIO EQUIPMENT PURCHASE	3,498.88
EFT36039	03/10/2016	VISY RECYCLING	RECYCLING FEE	197.26
EFT36040	03/10/2016	VOLICH WASTE CONTRACTORS PTY LTD	BULK BIN HIRE	44.00
EFT36041	03/10/2016	WA MACHINERY GLASS	PLANT REPAIRS	638.00
EFT36042	03/10/2016	WALGA - WESTERN AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION	STAFF TRAINING	632.00
EFT36043	03/10/2016	WATERLOGIC AUSTRALIA PTY LTD	EQUIPMENT RENTAL	335.50
EFT36044	03/10/2016	WE LOVE PERTH	ONLINE BANNER	405.00
EFT36045	03/10/2016	WESTERN MAZE T/A WESTERN EDUCING SERVICE	PLANT MAINTENANCE - GRINDER	1,221.00
EFT36046	03/10/2016	WESTRAC EQUIPMENT PTY LTD	SERVICE AGREEMENT & PLANT PARTS	8,488.37
EFT36047	03/10/2016	WESTSCAN PTY LTD	CONSULTING FEE - WASTE ENVIRONMENTAL	514.80
EFT36048	03/10/2016	WORK CLOBBER	PROTECTIVE CLOTHING	919.00
EFT36049	03/10/2016	WORKPAC PTY LTD	LABOUR HIRE	17,582.58
EFT36050	03/10/2016	WREN OIL	WASTE REMOVAL	187.00
EFT36051	03/10/2016	BE PROJECTS (WA) PTY LTD	C&I BUILDING CONSTRUCTION COST	28,646.80
EFT36052	03/10/2016	KEYNOTE CONFERENCES	WASTE & RECYCLING CONFERENCE	7,096.00
EFT36053	03/10/2016	LYCOPODIUM PROCESS INDUSTRIES PTY LTD	CONSULTING COSTS - WWTE	1,848.00
EFT36054	03/10/2016	MCINERNEY FORD	VEHICLE PURCHASE	35,278.40
EFT36055	07/10/2016	A2K TECHNOLOGIES PTY LTD	ANNUAL SUBSCRIPTION RENEWAL	2,511.30
EFT36056	07/10/2016	ALGA (AUSTRALASIAN LAND & GROUNDWATER ASSOCIATION)	STAFF TRAINING	990.00
EFT36057	07/10/2016	BRONWYN LEE	STAFF REIMBURSEMENT	155.97
EFT36058	07/10/2016	COMSYNC CONSULTING PTY LTD	IT CONSULTING	1,856.25
EFT36059	07/10/2016	DALLCON (DALWALLINU CONCRETE PTY LTD)	CONSTRUCT HARDSTAND - HAZELMERE	5,280.00
EFT36060	07/10/2016	DAVID AMEDURI	STAFF REIMBURSEMENT	1,448.95
EFT36061	07/10/2016	ELEMENT HYDROGRAPHIC SOLUTIONS	EQUIPMENT MAINTENANCE & SERVICE	721.60
EFT36062	11/10/2016	A2K TECHNOLOGIES PTY LTD	STAFF TRAINING	1,295.00
EFT36063	11/10/2016	PAYG PAYMENTS	TAXATION PAYMENT	62,181.00
EFT36064	11/10/2016	PRUDENTIAL INVESTMENT SERVICES CORP P/L	INVESTMENT ADVISORY SERVICES	2,475.00
EFT36065	11/10/2016	TELSTRA CORPORATION LTD	TELEPHONE CHARGES	679.30
EFT36066	14/10/2016	CA TECHNOLOGY PTY LTD T/A CAMMS MANAGEMENT SOLUTIONS	QUARTERLY HOSTING FEE (INTERPLAN)	1,980.00
EFT36067	14/10/2016	COATES HIRE OPERATIONS PTY LTD	PLANT HIRE	2,126.20
EFT36068	14/10/2016	COOLMIST SYSTEMS AUSTRALIA PTY LTD	EQUIPMENT HIRE	8,333.60
EFT36069	14/10/2016	MOTORCHARGE PTY LTD	FLEET FUEL PURCHASES	2,698.80
EFT36070	14/10/2016	OPS SCREENING & CRUSHING EQUIPMENT P/L	EQUIPMENT PURCHASE - C&I BUILDING	76,973.87
EFT36071	14/10/2016	STRUCETERRE CONSULTING ENGINEERS	CONSULTING FEE - HRRP	8,085.00
EFT36072	18/10/2016	BP AUSTRALIA PTY LTD	FUEL PURCHASES	50,232.12
EFT36073	18/10/2016	BP AUSTRALIA PTY LTD	OIL PURCHASES	1,005.52
EFT36074	18/10/2016	JCB CONSTRUCTION EQUIPMENT AUSTRALIA	PLANT PARTS	3,355.00
EFT36075	18/10/2016	MCLEODS BARRISTERS & SOLICITORS	LEGAL ADVICE	461.96
EFT36076	18/10/2016	TELSTRA CORPORATION LTD	TELEPHONE CHARGES	703.19
EFT36077	20/10/2016	DEPUTY COMMISSIONER OF TAXATION	GST PAYMENT	191,083.00
EFT36078	21/10/2016	COMSYNC CONSULTING PTY LTD	IT CONSULTING	4,125.00
EFT36079	21/10/2016	SAI GLOBAL LIMITED	STANDARD MARK ANNUAL REGISTRATION	4,953.30
EFT36080	21/10/2016	WALGA - WESTERN AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION	ANNUAL MWAC CONTRIBUTION	32,576.50
EFT36081	25/10/2016	AURIGEN	REFUND OF OVERPAYMENT	1,413.83
EFT36082	25/10/2016	PAYG PAYMENTS	TAXATION PAYMENT	65,461.66
EFT36083	27/10/2016	DEPARTMENT OF ENVIRONMENT REGULATION (DER)	QUARTERLY LANDFILL LEVY	2,709,313.15
EFT36084	28/10/2016	TUTT BRYANT EQUIPMENT (BT EQUIPMENT PTY LTD)	PURCHASE OF LANDFILL COMPACTOR	1,480,564.02
220205	06/09/2016	CITY OF SOUTH PERTH	GRANT DISTRIBUTION - 20 MILLION TREES	500.00
220206	06/09/2016	EMRC PETTY CASH - BELMONT	PETTY CASH RECOUP	594.60
220207	06/09/2016	EMRC PETTY CASH - COPPIN ROAD	PETTY CASH RECOUP	38.15
220208	06/09/2016	EMRC PETTY CASH - HAZELMERE	PETTY CASH RECOUP	137.70
220209	06/09/2016	EMRC PETTY CASH - MATHIESON ROAD	PETTY CASH RECOUP	19.35
220210	06/09/2016	EMRC PETTY CASH - REDHILL	PETTY CASH RECOUP	44.65
220211	01/10/2016	DAVID MCDONNELL	QUARTERLY COUNCILLORS PAYMENT	2,613.75
220212	06/10/2016	DARLINGTON PONY CLUB	COMMUNITY GRANT	1,408.32
220213	06/10/2016	EAST GIDGEGANNUP VOLUNTEER BUSH FIRE BRIGADE (INC)	COMMUNITY GRANT	999.00
220214	06/10/2016	EASTERN HILLS HORSE & PONY CLUB	COMMUNITY GRANT	1,500.00
220215	06/10/2016	EMRC PETTY CASH - BELMONT	PETTY CASH RECOUP	1,038.15
220216	06/10/2016	EMRC PETTY CASH - COPPIN ROAD	PETTY CASH RECOUP	45.15
220217	06/10/2016	EMRC PETTY CASH - MATHIESON ROAD	PETTY CASH RECOUP	13.10
220218	06/10/2016	EMRC PETTY CASH - REDHILL	PETTY CASH RECOUP	168.80
220219	06/10/2016	GIDGEGANNUP PRIMARY SCHOOL P&C	COMMUNITY GRANT	1,287.00
220220	06/10/2016	GIDGEGANNUP RECREATIONAL CLUB	COMMUNITY GRANT	1,500.00
220221	06/10/2016	PERTH HILLS PAINTBALL ASSOCIATION	COMMUNITY GRANT	1,500.00

Eastern Metropolitan Regional Council

CEO's DELEGATED PAYMENTS LIST
FOR THE MONTHS OF SEPTEMBER AND OCTOBER 2016

Cheque / EFT No	Date	Payee	Description	Amount
220222	18/10/2016	WATER CORPORATION	WATER RATES	659.81
220223	26/10/2016	EMRC PETTY CASH - REDHILL	PETTY CASH RECOUP	360.25
PAY 2017-5	06/09/2016	PAYROLL FE 6/9/2016	PAYROLL	193,930.34
PAY 2017-6	20/09/2016	PAYROLL FE 20/9/2016	PAYROLL	191,997.36
PAY 2017-7	04/10/2016	PAYROLL FE 4/10/2016	PAYROLL	194,162.94
PAY 2017-8	18/10/2016	PAYROLL FE 18/10/2016	PAYROLL	200,451.44
1*SEP16	01/09/2016	BANK CHARGES 1685 - 1689	BANK FEES & CHARGES	1,561.66
1*OCT16	03/10/2016	BANK CHARGES 1690 - 1694	BANK FEES & CHARGES	1,454.04
DD15698.1	06/09/2016	WALGS PLAN	SUPERANNUATION	34,892.99
DD15698.2	06/09/2016	HOSTPLUS SUPERANNUATION FUND	SUPERANNUATION	223.45
DD15698.3	06/09/2016	IOOF EMPLOYER SUPER	SUPERANNUATION	188.11
DD15698.4	06/09/2016	AUSTRALIAN SUPER	SUPERANNUATION	683.14
DD15698.5	06/09/2016	RETAIL EMPLOYEES SUPERANNUATION TRUST	SUPERANNUATION	182.69
DD15698.6	06/09/2016	ASGARD SUPERANNUATION FUND	SUPERANNUATION	204.14
DD15698.7	06/09/2016	NORTH PERSONAL SUPERANNUATION	SUPERANNUATION	480.12
DD15698.8	06/09/2016	BT LIFETIME SUPER - EMPLOYER PLAN	SUPERANNUATION	256.39
DD15698.9	06/09/2016	CBUS INDUSTRY SUPER	SUPERANNUATION	508.66
DD15698.10	06/09/2016	MTAA SUPERANNUATION FUND	SUPERANNUATION	210.56
DD15698.11	06/09/2016	FIRST STATE SUPER	SUPERANNUATION	260.25
DD15698.12	06/09/2016	BT BUSINESS SUPER	SUPERANNUATION	522.44
DD15698.13	06/09/2016	AMP FLEXIBLE LIFETIME SUPER	SUPERANNUATION	735.78
DD15698.14	06/09/2016	ETHAN Y WANG SUPER PTY LTD ATF ETHAN Y WANG SUPERANNUATION FUND	SUPERANNUATION	321.41
DD15698.15	06/09/2016	LEGALSUPER	SUPERANNUATION	294.59
DD15698.16	06/09/2016	ONEPATH MASTERFUND	SUPERANNUATION	57.23
DD15698.17	06/09/2016	COLONIAL FIRST STATE FIRSTCHOICE	SUPERANNUATION	254.76
DD15698.18	06/09/2016	AUSTRALIAN ETHICAL SUPER	SUPERANNUATION	197.25
DD15698.19	06/09/2016	KINETIC SUPERANNUATION	SUPERANNUATION	152.06
DD15699.1	20/09/2016	WALGS PLAN	SUPERANNUATION	39,373.84
DD15699.2	20/09/2016	HOSTPLUS SUPERANNUATION FUND	SUPERANNUATION	212.74
DD15699.3	20/09/2016	AUSTRALIAN SUPER	SUPERANNUATION	794.69
DD15699.4	20/09/2016	IOOF EMPLOYER SUPER	SUPERANNUATION	188.11
DD15699.5	20/09/2016	RETAIL EMPLOYEES SUPERANNUATION TRUST	SUPERANNUATION	133.92
DD15699.6	20/09/2016	ASGARD SUPERANNUATION FUND	SUPERANNUATION	204.14
DD15699.7	20/09/2016	NORTH PERSONAL SUPERANNUATION	SUPERANNUATION	465.27
DD15699.8	20/09/2016	BT LIFETIME SUPER - EMPLOYER PLAN	SUPERANNUATION	257.50
DD15699.9	20/09/2016	CBUS INDUSTRY SUPER	SUPERANNUATION	492.44
DD15699.10	20/09/2016	MTAA SUPERANNUATION FUND	SUPERANNUATION	213.36
DD15699.11	20/09/2016	FIRST STATE SUPER	SUPERANNUATION	259.96
DD15699.12	20/09/2016	BT BUSINESS SUPER	SUPERANNUATION	498.14
DD15699.13	20/09/2016	AMP FLEXIBLE LIFETIME SUPER	SUPERANNUATION	735.40
DD15699.14	20/09/2016	ETHAN Y WANG SUPER PTY LTD ATF ETHAN Y WANG SUPERANNUATION FUND	SUPERANNUATION	321.41
DD15699.15	20/09/2016	LEGALSUPER	SUPERANNUATION	294.59
DD15699.16	20/09/2016	ONEPATH MASTERFUND	SUPERANNUATION	95.38
DD15699.17	20/09/2016	COLONIAL FIRST STATE FIRSTCHOICE	SUPERANNUATION	254.76
DD15699.18	20/09/2016	AUSTRALIAN ETHICAL SUPER	SUPERANNUATION	197.25
DD15699.19	20/09/2016	KINETIC SUPERANNUATION	SUPERANNUATION	152.06
DD15758.1	04/10/2016	WALGS PLAN	SUPERANNUATION	35,101.78
DD15758.2	04/10/2016	HOSTPLUS SUPERANNUATION FUND	SUPERANNUATION	229.39
DD15758.3	04/10/2016	AUSTRALIAN SUPER	SUPERANNUATION	741.19
DD15758.4	04/10/2016	IOOF EMPLOYER SUPER	SUPERANNUATION	188.11
DD15758.5	04/10/2016	ASGARD SUPERANNUATION FUND	SUPERANNUATION	204.14
DD15758.6	04/10/2016	NORTH PERSONAL SUPERANNUATION	SUPERANNUATION	489.44
DD15758.7	04/10/2016	BT LIFETIME SUPER - EMPLOYER PLAN	SUPERANNUATION	259.89
DD15758.8	04/10/2016	CBUS INDUSTRY SUPER	SUPERANNUATION	533.74
DD15758.9	04/10/2016	MTAA SUPERANNUATION FUND	SUPERANNUATION	212.71
DD15758.10	04/10/2016	FIRST STATE SUPER	SUPERANNUATION	252.24
DD15758.11	04/10/2016	THE UNIVERSAL SUPER SCHEME (MLC)	SUPERANNUATION	200.14
DD15758.12	04/10/2016	BT BUSINESS SUPER	SUPERANNUATION	507.53
DD15758.13	04/10/2016	AMP FLEXIBLE LIFETIME SUPER	SUPERANNUATION	735.59
DD15758.14	04/10/2016	ETHAN Y WANG SUPER PTY LTD ATF ETHAN Y WANG SUPERANNUATION FUND	SUPERANNUATION	321.41
DD15758.15	04/10/2016	LEGALSUPER	SUPERANNUATION	294.59
DD15758.16	04/10/2016	ONEPATH MASTERFUND	SUPERANNUATION	95.38
DD15758.17	04/10/2016	COLONIAL FIRST STATE FIRSTCHOICE	SUPERANNUATION	254.76
DD15758.18	04/10/2016	AUSTRALIAN ETHICAL SUPER	SUPERANNUATION	197.25
DD15758.19	04/10/2016	KINETIC SUPERANNUATION	SUPERANNUATION	152.06
DD15759.1	18/10/2016	WALGS PLAN	SUPERANNUATION	35,005.75
DD15759.2	18/10/2016	HOSTPLUS SUPERANNUATION FUND	SUPERANNUATION	251.10
DD15759.3	18/10/2016	IOOF EMPLOYER SUPER	SUPERANNUATION	188.11
DD15759.4	18/10/2016	AUSTRALIAN SUPER	SUPERANNUATION	692.11
DD15759.5	18/10/2016	ASGARD SUPERANNUATION FUND	SUPERANNUATION	204.14
DD15759.6	18/10/2016	NORTH PERSONAL SUPERANNUATION	SUPERANNUATION	504.34
DD15759.7	18/10/2016	BT LIFETIME SUPER - EMPLOYER PLAN	SUPERANNUATION	274.27
DD15759.8	18/10/2016	CBUS INDUSTRY SUPER	SUPERANNUATION	491.67
DD15759.9	18/10/2016	MTAA SUPERANNUATION FUND	SUPERANNUATION	214.20
DD15759.10	18/10/2016	FIRST STATE SUPER	SUPERANNUATION	254.50
DD15759.11	18/10/2016	THE UNIVERSAL SUPER SCHEME (MLC)	SUPERANNUATION	201.12
DD15759.12	18/10/2016	BT BUSINESS SUPER	SUPERANNUATION	514.78
DD15759.13	18/10/2016	AMP FLEXIBLE LIFETIME SUPER	SUPERANNUATION	735.97
DD15759.14	18/10/2016	ETHAN Y WANG SUPER PTY LTD ATF ETHAN Y WANG SUPERANNUATION FUND	SUPERANNUATION	321.41
DD15759.15	18/10/2016	LEGALSUPER	SUPERANNUATION	294.59
DD15759.16	18/10/2016	ONEPATH MASTERFUND	SUPERANNUATION	114.46
DD15759.17	18/10/2016	COLONIAL FIRST STATE FIRSTCHOICE	SUPERANNUATION	254.76
DD15759.18	18/10/2016	AUSTRALIAN ETHICAL SUPER	SUPERANNUATION	197.25
DD15759.19	18/10/2016	KINETIC SUPERANNUATION	SUPERANNUATION	152.06
1106	05/09/2016	ANZ BANKING GROUP	TERM DEPOSIT INVESTMENT	5,000,000.00
1107	12/09/2016	ANZ BANKING GROUP	TERM DEPOSIT INVESTMENT	1,500,000.00
1108	16/09/2016	WBC - CORPORATE MASTERCARD - D AMEDURI	CREDIT CARD PURCHASES	1,365.49
1109	16/09/2016	WBC - CORPORATE MASTERCARD - D CANHAM	CREDIT CARD PURCHASES	8,362.21
1110	16/09/2016	WBC - CORPORATE MASTERCARD - H LIEW	CREDIT CARD PURCHASES	12.47
1111	16/09/2016	WBC - CORPORATE MASTERCARD - P SCHNEIDER	CREDIT CARD PURCHASES	86.65
1112	16/09/2016	WBC - CORPORATE MASTERCARD - S FITZPATRICK	CREDIT CARD PURCHASES	4,257.34
1113	16/09/2016	WBC - CORPORATE MASTERCARD - T ECKSTEIN	CREDIT CARD PURCHASES	172.42
1114	16/09/2016	WBC - CORPORATE MASTERCARD - W HARRIS	CREDIT CARD PURCHASES	240.30
1115	29/09/2016	WESTPAC BANKING CORPORATION	TERM DEPOSIT INVESTMENT	1,500,000.00
1116	17/10/2016	WBC - CORPORATE MASTERCARD - D AMEDURI	CREDIT CARD PURCHASES	287.15
1117	17/10/2016	WBC - CORPORATE MASTERCARD - D CANHAM	CREDIT CARD PURCHASES	4,590.38
1118	17/10/2016	WBC - CORPORATE MASTERCARD - H LIEW	CREDIT CARD PURCHASES	624.31
1119	17/10/2016	WBC - CORPORATE MASTERCARD - P SCHNEIDER	CREDIT CARD PURCHASES	29.25
1120	17/10/2016	WBC - CORPORATE MASTERCARD - S FITZPATRICK	CREDIT CARD PURCHASES	612.21
1121	17/10/2016	WBC - CORPORATE MASTERCARD - T BEINHAUER	CREDIT CARD PURCHASES	18.25



Eastern Metropolitan Regional Council
 CEO's DELEGATED PAYMENTS LIST
 FOR THE MONTHS OF SEPTEMBER AND OCTOBER 2016

Cheque / EFT No	Date	Payee	Description	Amount
1122	17/10/2016	WBC - CORPORATE MASTERCARD - T ECKSTEIN	CREDIT CARD PURCHASES	118.25
1123	17/10/2016	WBC - CORPORATE MASTERCARD - W HARRIS	CREDIT CARD PURCHASES	88.25
1124	17/10/2016	WBC - CORPORATE MASTERCARD - Z WILLIAMSON	CREDIT CARD PURCHASES	18.25
1125	31/10/2016	ANZ BANKING GROUP	TERM DEPOSIT INVESTMENT	6,500,000.00
			SUB TOTAL	<u>22,444,124.80</u>
			LESS CANCELLED EFTs & CHEQUES	
EFT35751	01/09/2016	CSE COMSOURCE PTY LTD	EQUIPMENT PURCHASE	-53.35
EFT35870	15/09/2016	CITY OF BELMONT	COUNCIL RATES & AVON DESCENT GRANT DISTRIBUTION	-37,608.30
			SUB TOTAL	<u>-37,661.65</u>
			TOTAL	<u>22,406,463.15</u>
REPORT				
Bank Code		Bank		
		EMRC - Municipal Fund		22,406,463.15
				22,406,463.15



14.2 FINANCIAL REPORT FOR PERIOD ENDED 31 AUGUST 2016

REFERENCE: D2016/13493

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 August 2016.

KEY ISSUES AND RECOMMENDATION(S)

- Significant year to date budget variances greater than 10% or \$20,000, whichever is the greater, within each nature and type category on the Statement of Financial Activity as at 31 August 2016 have been identified and are reported on in the body of the report.

Recommendation(s)

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 August 2016.

SOURCE OF REPORT

Director Corporate Services

BACKGROUND

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.

The 2016/2017 Budget was presented in a format that separated operating income and expenditure from other revenue and expenses to provide improved disclosure of Council's underlying operating result.

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

Outlined below is commentary pertaining to variances on the financial statements for the period ended 31 August 2016. 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.



Item 14.2 continued

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

The year to date operating result from normal activities as at 31 August 2016 is a favourable variance of \$398,090 (185.20%) against budget. The following information is provided on key aspects of Council's year to date financial performance:

<u>Operating Income</u>	<i>Actuals for the Year</i>	An unfavourable variance of \$599,900 (10.18%).
	<i>End of Year Forecast</i>	As per budget - not yet due to be reviewed.

Operating Income variances previously reported to Council:

1. Year to date User Charges of \$4,480,507 is \$545,101 (10.85%) below the budget of \$5,025,608. This is due to the lower than budget tonnages received from commercial operators as at 31 August 2016.
2. Year to date Interest Municipal Cash Investments of \$68,362 is \$33,362 (95.32%) above the budget of \$35,000. This is attributable to the higher level of funds available as at 30 June 2016 compared to budget together with a higher average interest rate received (3.01%) compared to the budgeted rate (2.53%).
3. Year to date Other Income of \$239,328 is \$80,072 (25.07%) below the budget of \$319,400. This is mainly attributable to a lower level of sales during August 2016 of greenwaste products (\$3,954 compared to a budget of \$39,920) and a lower level of woodwaste product sales (\$135,276 compared to a budget of \$164,094).

There were no further significant Operating Income variances as at 31 August 2016.

<u>Operating Expenditure</u>	<i>Actuals for the Year</i>	A favourable variance of \$997,990 (17.57%).
	<i>End of Year Forecast</i>	As per budget - not yet due to be reviewed.

Operating Expenditure variances previously reported to Council:

1. Year to date Contract Expenses of \$429,664 is \$576,478 (57.30%) below the budget of \$1,006,142 due to the timing of various projects from different business units. Major variances from the Waste Services directorate include:
 - Operate and Maintain Class IV Cell - Leachate Removal - \$125,000;
 - Monitor Environmental Impacts - \$87,134;
 - Crush and Screen Lateritic Caprock- \$64,307;
 - Rehabilitate Class III Cells - Red Hill Landfill Facility - \$45,829;
 - Operate and Maintain Plant - Waste Management Facilities - \$33,391; and
 - Manage Greenwaste Mulching - \$32,821.

Other projects where the expenditures are lower than budget for various directorates/business units include: Corporate Services (\$49,999), Environmental Services (\$59,669) and Regional Development (\$44,287).



Item 14.2 continued

Operating Expenditure variances not previously reported to Council:

1. Year to date Fuel Expenses of \$92,288 is \$13,400 (12.68%) below the budget of \$105,688. The variance is primarily attributable to the lower level of diesel fuel used by plant as a result of lower than budgeted tonnages received to date as well as lower than budgeted unit price paid for the purchase of diesel fuel.

There were no further significant Operating Expenditure variances as at 31 August 2016.

*Other Revenues and Expenses (Net)	<i>Actuals for the Year</i>	A favourable variance of \$125,057 (14.39%).
	<i>End of Year Forecast</i>	As per budget - not yet due to be reviewed.

Other Revenues and Expenses variances previously reported to Council:

1. Interest on Restricted Cash Investments of \$355,923 is \$123,975 (53.45%) above the budget of \$231,948. This is attributable to the higher level of funds available during this period compared to budget together with a higher average interest rate received (3.01%) compared to the budgeted rate (2.53%).

There were no further significant Other Revenues and Expenses variances as at 31 August 2016.

Capital Expenditure Statement (refer Attachment 2)

<u>Capital Expenditure</u>	<i>Actuals for the Year</i>	A favourable variance of \$4,490,606.
	<i>End of Year Forecast</i>	As per budget - not yet due to be reviewed.

Capital Expenditure variances:

A favourable variance of \$4,490,606 existed as at 31 August 2016 when compared to the budget of \$5,603,396. The year to date budget provisions are used as a guide only as expenditure of a capital nature is undertaken as and when required.

Major capital expenditure to 31 August 2016 includes:

- Purchase RRP C & I Building - Plant & Equipment - \$431,415;
- Construct and commission RRP - C & I Building - \$428,165;
- Washdown bay upgrade - Red Hill Landfill Facility - \$63,752;
- Purchase Vehicles - Ascot Place and Red Hill Landfill Facility - \$62,586;
- Purchase IT & Communications Equipment - \$52,540;
- Construct drainage diversion and earthworks infrastructures - Red Hill Landfill Facility - \$30,621; and
- Construct hardstand and road - Hazelmere - \$28,211.

Statement of Financial Position (refer Attachment 3)

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.

Total Equity as at 31 August 2016 totals \$165,222,959. This is an increase of \$1,606,982 from the 30 June 2016 equity of \$163,615,977 and represents the net change in assets from operations.

As end of year forecasts are yet to be reviewed, the forecast balances as at 31 August 2016 are as per the budget estimates.



Item 14.2 continued

Statement of Cash and Investments (refer Attachment 4)

The level of cash and investments in the Municipal Fund as at 31 August 2016 is \$22,568,730 and Restricted Cash amount to \$63,182,262.

The net movement for the month is an increase of \$901,601.

As end of year forecasts are yet to be reviewed, the forecast balances as at 31 August 2016 are as per the budget estimates.

Investment Report (refer Attachment 5)

Term deposits valued at \$18,000,000 matured during August 2016. Of this amount \$17,500,000 was reinvested into further term deposits.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 4 - Good Governance

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

FINANCIAL IMPLICATIONS

As outlined within the report and attachments.

SUSTAINABILITY IMPLICATIONS

Nil

ATTACHMENT(S)

1. Statement of Comprehensive Income by Nature and Type (Ref: D2016/13928)
2. Capital Expenditure Statement (Ref: D2016/13929)
3. Statement of Financial Position (Ref: D2016/13930)
4. Statement of Cash and Investments (Ref: D2016/13931)
5. Investment Report (Ref: D2016/13932)

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 and the Investment Report for the period ended 31 August 2016.

COUNCIL RESOLUTION(S)

MOVED CR PERKS

SECONDED CR O'CONNOR

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 AUGUST 2016

CARRIED UNANIMOUSLY



STATEMENT OF COMPREHENSIVE INCOME

Nature and Type

AUGUST 2016

Year to Date				Full Year		
Actual	Budget	Variance		Forecast	Budget	Variance
Operating Income						
\$4,480,507	\$5,025,608	(\$545,101)	(U)	\$30,959,710	\$30,959,710	\$0 (F)
\$75,165	\$73,306	\$1,859	(F)	\$460,602	\$460,602	\$0 (F)
\$215,511	\$229,710	(\$14,199)	(U)	\$529,323	\$529,323	\$0 (F)
\$94,800	\$94,057	\$743	(F)	\$650,662	\$650,662	\$0 (F)
\$68,362	\$35,000	\$33,362	(F)	\$210,000	\$210,000	\$0 (F)
\$120,364	\$116,856	\$3,508	(F)	\$701,202	\$701,202	\$0 (F)
\$239,328	\$319,400	(\$80,072)	(U)	\$2,381,452	\$2,381,452	\$0 (F)
\$5,294,037	\$5,893,937	(\$599,900)	(U)	\$35,892,951	\$35,892,951	\$0 (F)
Operating Expenditure						
\$1,163,453	\$1,286,818	\$123,365	(F)	\$8,997,886	\$8,997,886	\$0 (F)
\$429,664	\$1,006,142	\$576,478	(F)	\$6,131,460	\$6,131,460	\$0 (F)
\$144,795	\$153,374	\$8,579	(F)	\$921,693	\$921,693	\$0 (F)
\$54,263	\$49,934	(\$4,329)	(U)	\$299,728	\$299,728	\$0 (F)
\$92,288	\$105,688	\$13,400	(F)	\$634,241	\$634,241	\$0 (F)
\$3,224	\$3,816	\$592	(F)	\$22,900	\$22,900	\$0 (F)
\$48,359	\$46,624	(\$1,735)	(U)	\$280,005	\$280,005	\$0 (F)
\$806,396	\$876,206	\$69,810	(F)	\$6,013,588	\$6,013,588	\$0 (F)
\$1,949,906	\$2,158,989	\$209,083	(F)	\$13,121,385	\$13,121,385	\$0 (F)
\$34,631	\$36,656	\$2,025	(F)	\$219,964	\$219,964	\$0 (F)
(\$45,980)	(\$45,258)	\$722	(F)	(\$2,965,206)	(\$2,965,206)	\$0 (F)
\$4,680,999	\$5,678,989	\$997,990	(F)	\$33,677,644	\$33,677,644	\$0 (F)
\$613,038	\$214,948	\$398,090	(F)	\$2,215,307	\$2,215,307	\$0 (F)
Surplus	Surplus		OPERATING RESULT FROM NORMAL ACTIVITIES	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;
5. Other Operating Income - includes income from the sale of products; and
6. Miscellaneous Expenses - includes the landfill levy expense of \$1,786,534 as at 31 August 2016.

Operating Income and Expenditure relates to the ordinary operations of the organisation.

Other Revenues and Expenses relates to the Resource Recovery Project, interest from cash reserves and disposal of assets.

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



STATEMENT OF COMPREHENSIVE INCOME

Nature and Type

AUGUST 2016

Year to Date			Full Year					
Actual	Budget	Variance		Forecast	Budget	Variance		
Other Revenues								
\$0	\$0	\$0	(F)	User Charges	\$2,000,000	\$2,000,000	\$0	(F)
\$829,227	\$841,184	(\$11,957)	(U)	Secondary Waste Charge	\$5,248,490	\$5,248,490	\$0	(F)
\$0	\$0	\$0	(F)	Operating Grants	\$0	\$0	\$0	(F)
\$355,923	\$231,948	\$123,975	(F)	Interest Restricted Cash Investments	\$1,391,758	\$1,391,758	\$0	(F)
\$0	\$8	(\$8)	(U)	Reimbursements	\$50	\$50	\$0	(F)
\$42,636	\$46,782	(\$4,146)	(U)	Proceeds from Sale of Assets	\$280,707	\$280,707	\$0	(F)
\$6,726	\$0	\$6,726	(F)	Other	\$1,756,572	\$1,756,572	\$0	(F)
\$1,234,513	\$1,119,922	\$114,591	(F)	Total Other Revenues	\$10,677,577	\$10,677,577	\$0	(F)
Other Expenses								
\$38,600	\$47,166	\$8,566	(F)	Salary Expenses	\$879,747	\$879,747	\$0	(F)
\$110,468	\$110,884	\$416	(F)	Contract Expenses	\$1,115,345	\$1,115,345	\$0	(F)
\$350	\$1,798	\$1,448	(F)	Material Expenses	\$42,199	\$42,199	\$0	(F)
\$177	\$416	\$239	(F)	Utility Expenses	\$61,936	\$61,936	\$0	(F)
\$0	\$0	\$0	(F)	Fuel Expenses	\$139,002	\$139,002	\$0	(F)
\$650	\$258	(\$392)	(U)	Insurance Expenses	\$9,885	\$9,885	\$0	(F)
\$125	\$320	\$195	(F)	Depreciation Expenses	\$336,415	\$336,415	\$0	(F)
\$481	\$2,646	\$2,165	(F)	Miscellaneous Expenses	\$194,697	\$194,697	\$0	(F)
\$43,738	\$43,184	(\$554)	(U)	Carrying Amount of Assets Disposed Of	\$259,118	\$259,118	\$0	(F)
\$45,979	\$44,362	(\$1,617)	(U)	Costs Allocated	\$2,914,206	\$2,914,206	\$0	(F)
\$240,568	\$251,034	\$10,466	(F)	Total Other Expenses	\$5,952,550	\$5,952,550	\$0	(F)
Realised/Unrealised (Gain)/Loss From Change in Fair Value of Investments								
\$0	\$0	\$0	(F)	Unrealised (Gain)/Loss	\$0	\$0	\$0	(F)
\$0	\$0	\$0	(F)	Realised (Gain)/Loss	\$0	\$0	\$0	(F)
\$0	\$0	\$0	(F)	Total (Gain)/Loss from change in Fair Value of Investments	\$0	\$0	\$0	(F)
Revaluation of Assets								
\$0	\$0	\$0	(F)	Revaluation of Assets	\$0	\$0	\$0	(F)
\$0	\$0	\$0	(F)	Total Revaluation of Assets	\$0	\$0	\$0	(F)
\$993,945	\$868,888	\$125,057	(F)	OPERATING RESULT FROM OTHER ACTIVITIES	\$4,725,027	\$4,725,027	\$0	(F)
Surplus	Surplus				Surplus	Surplus		
\$1,606,982	\$1,083,836	\$523,146	(F)	CHANGE IN NET ASSETS FROM OPERATIONS	\$6,940,334	\$6,940,334	\$0	(F)
Surplus	Surplus				Surplus	Surplus		



CAPITAL EXPENDITURE STATEMENT

AUGUST 2016

Year to Date				Full Year					
Actual	Budget	Variance		On Order	(F) = Favourable variation (U) = Unfavourable variation	Forecast	Budget	Variance	
Governance and Corporate Services									
\$28,254	\$37,744	\$9,490 (F)	\$0		Purchase Vehicles - Ascot Place (24440/00)	\$226,473	\$226,473	\$0 (F)	
\$0	\$9,166	\$9,166 (F)	\$0		Purchase Furniture Fittings & Equipment - Corporate Services (24510/01)	\$55,000	\$55,000	\$0 (F)	
\$52,540	\$84,590	\$32,050 (F)	\$4,925		Purchase Information Technology & Communication Equipment (24550/00)	\$507,550	\$507,550	\$0 (F)	
\$0	\$5,000	\$5,000 (F)	\$0		Purchase Art Works (24620/00)	\$30,000	\$30,000	\$0 (F)	
\$0	\$42,832	\$42,832 (F)	\$0		Capital Improvement Administration Building - Ascot Place (25240/01)	\$257,000	\$257,000	\$0 (F)	
\$0	\$608	\$608 (F)	\$0		Upgrade Security Equipment - Ascot Place (25530/01)	\$3,650	\$3,650	\$0 (F)	
\$80,794	\$179,940	\$99,146 (F)	\$4,925			\$1,079,673	\$1,079,673	\$0 (F)	



CAPITAL EXPENDITURE STATEMENT

AUGUST 2016

Year to Date					Full Year		
Actual	Budget	Variance	On Order	(F) = Favourable variation (U) = Unfavourable variation	Forecast	Budget	Variance

Resource Recovery

\$428,165	\$341,666	(\$86,499)	(U)	\$11,060	Construct and Commission Resource Recovery Park - C & I Building (24259/04)	\$2,050,000	\$2,050,000	\$0 (F)
\$0	\$27,500	\$27,500	(F)	\$0	Construct and Commission Resource Recovery Park - Site/Administration Office (24259/07)	\$165,000	\$165,000	\$0 (F)
\$0	\$83,332	\$83,332	(F)	\$0	Construct and Commission Resource Recovery Park - Community Reuse Store (24259/08)	\$500,000	\$500,000	\$0 (F)
\$0	\$9,166	\$9,166	(F)	\$0	Construct and Commission Resource Recovery Park - MRF Building - Hazelmere (24259/09)	\$55,000	\$55,000	\$0 (F)
\$0	\$11,666	\$11,666	(F)	\$0	Construct and Commission Resource Recovery Park - Weighbridge Office (24259/12)	\$70,000	\$70,000	\$0 (F)
\$0	\$41,666	\$41,666	(F)	\$0	Construct and Commission Resource Recovery Park - Site Workshop (24259/13)	\$250,000	\$250,000	\$0 (F)
\$0	\$37,500	\$37,500	(F)	\$0	Construct and Commission Resource Recovery Park - Weighbridges (x2) (24392/02)	\$225,000	\$225,000	\$0 (F)
\$1,595	\$1,666	\$71	(F)	\$0	Resource Recovery Park - Fencing (24394/06)	\$10,000	\$10,000	\$0 (F)
\$11,424	\$426,666	\$415,242	(F)	\$7,327	Construct and Commission Resource Recovery Park - Site Infrastructure (24399/01)	\$2,560,000	\$2,560,000	\$0 (F)
\$0	\$41,666	\$41,666	(F)	\$0	Construct Resource Recovery Park - Reuse Store Infrastructure (Car Park) (24399/07)	\$250,000	\$250,000	\$0 (F)
\$0	\$233,332	\$233,332	(F)	\$17,900	Wood Waste to Energy Utilities/Infrastructure - Resource Recovery Park (24399/11)	\$1,400,000	\$1,400,000	\$0 (F)



CAPITAL EXPENDITURE STATEMENT

AUGUST 2016

Year to Date			On (F) = Favourable variation Order (U) = Unfavourable variation	Full Year		
Actual	Budget	Variance		Forecast	Budget	Variance
Resource Recovery						
\$0	\$457,272	\$457,272 (F)	\$0	Purchase Resource Recovery Park - Wood Waste to Energy Plant & Equipment (24410/03)	\$2,743,633	\$2,743,633 \$0 (F)
\$431,415	\$498,930	\$67,515 (F)	\$2,944	Purchase Resource Recovery Park C & I Building - Plant & Equipment (24410/04)	\$2,993,585	\$2,993,585 \$0 (F)
\$0	\$50,000	\$50,000 (F)	\$0	Purchase Resource Recovery Park Transfer Station - Plant & Equipment (24410/05)	\$300,000	\$300,000 \$0 (F)
\$0	\$332	\$332 (F)	\$615	Purchase Other Equipment - Resource Recovery (24590/07)	\$2,000	\$2,000 \$0 (F)
\$872,600	\$2,262,360	\$1,389,760 (F)	\$39,846		\$13,574,218	\$13,574,218 \$0 (F)

Waste Management

\$0	\$4,166	\$4,166 (F)	\$0	Construct Waste Management Facility Buildings - Red Hill Landfill Facility (24250/01)	\$25,000	\$25,000 \$0 (F)
\$0	\$10,500	\$10,500 (F)	\$0	Construct Storage Shed for Mattresses - Hazelmere (24250/05)	\$63,000	\$63,000 \$0 (F)
\$0	\$994,874	\$994,874 (F)	\$0	Construct Class III Landfill Cell Farm Stage 3 - Red Hill Landfill Facility (24310/13)	\$5,969,252	\$5,969,252 \$0 (F)
\$744	\$0	(\$744) (U)	\$0	Construct Class III Cell Stage 15 - Red Hill Landfill Facility (24310/16)	\$0	\$0 \$0 (F)
\$0	\$278,332	\$278,332 (F)	\$8,778	Construct Class III Cell Stage 15B - Red Hill Landfill Facility (24310/18)	\$1,670,000	\$1,670,000 \$0 (F)
\$0	\$100,000	\$100,000 (F)	\$0	Construct Class III Leachate Pond - Red Hill Landfill Facility (24320/01)	\$600,000	\$600,000 \$0 (F)
\$0	\$564,166	\$564,166 (F)	\$21,158	Leachate Project - Red Hill Landfill Facility (24320/02)	\$3,385,000	\$3,385,000 \$0 (F)



CAPITAL EXPENDITURE STATEMENT

AUGUST 2016

Year to Date					Full Year		
Actual	Budget	Variance	On Order	(F) = Favourable variation (U) = Unfavourable variation	Forecast	Budget	Variance
Waste Management							
\$0	\$83,332	\$83,332 (F)	\$0		\$500,000	\$500,000	\$0 (F)
\$660	\$29,300	\$28,640 (F)	\$1,340		\$175,804	\$175,804	\$0 (F)
\$0	\$45,166	\$45,166 (F)	\$0		\$271,000	\$271,000	\$0 (F)
\$0	\$79,166	\$79,166 (F)	\$0		\$475,000	\$475,000	\$0 (F)
\$30,621	\$0	(\$30,621) (U)	\$0		\$0	\$0	\$0 (F)
\$28,221	\$19,000	(\$9,221) (U)	\$5,507		\$114,000	\$114,000	\$0 (F)
\$0	\$10,000	\$10,000 (F)	\$0		\$60,000	\$60,000	\$0 (F)
\$63,752	\$0	(\$63,752) (U)	\$0		\$0	\$0	\$0 (F)
\$0	\$5,000	\$5,000 (F)	\$0		\$30,000	\$30,000	\$0 (F)
\$0	\$83,332	\$83,332 (F)	\$0		\$500,000	\$500,000	\$0 (F)
\$0	\$6,666	\$6,666 (F)	\$0		\$40,000	\$40,000	\$0 (F)
\$0	\$439,166	\$439,166 (F)	\$0		\$2,635,000	\$2,635,000	\$0 (F)
\$0	\$305,000	\$305,000 (F)	\$0		\$1,830,000	\$1,830,000	\$0 (F)



CAPITAL EXPENDITURE STATEMENT

AUGUST 2016

Year to Date			On (F) = Favourable variation Order (U) = Unfavourable variation	Full Year		
Actual	Budget	Variance		Forecast	Budget	Variance

Waste Management

\$0	\$25,000	\$25,000 (F)	\$1,600	Purchase / Replace Minor Plant and Equipment-Red Hill Landfill Facility (24420/00)	\$150,000	\$150,000	\$0 (F)
\$0	\$1,666	\$1,666 (F)	\$0	Purchase / Replace Minor Plant and Equipment - Hazelmere (24420/02)	\$10,000	\$10,000	\$0 (F)
\$34,332	\$11,690	(\$22,642) (U)	\$0	Purchase / Replace Vehicles - Red Hill Landfill Facility (24430/00)	\$70,141	\$70,141	\$0 (F)
\$0	\$90	\$90 (F)	\$0	Purchase / Replace Office Equipment - Engineering / Waste Management (24510/02)	\$550	\$550	\$0 (F)
\$0	\$666	\$666 (F)	\$0	Purchase / Replace Office Equipment - Red Hill Landfill Facility (24510/08)	\$4,000	\$4,000	\$0 (F)
\$0	\$1,666	\$1,666 (F)	\$0	Purchase Fire Fighting System/Equipment - Hazelmere (24520/07)	\$10,000	\$10,000	\$0 (F)
\$0	\$166	\$166 (F)	\$0	Purchase / Replace Fire Fighting Equipment - Red Hill Landfill Facility (24520/08)	\$1,000	\$1,000	\$0 (F)
\$0	\$6,248	\$6,248 (F)	\$0	Purchase / Replace Security System - Red Hill Waste Management Facility (24530/08)	\$37,500	\$37,500	\$0 (F)
\$0	\$9,998	\$9,998 (F)	\$0	Purchase / Replace Security System - Hazelmere (24530/10)	\$60,000	\$60,000	\$0 (F)
\$0	\$11,500	\$11,500 (F)	\$0	Purchase / Replace Other Equipment - Red Hill Landfill Facility (24590/00)	\$69,000	\$69,000	\$0 (F)
\$1,067	\$1,000	(\$67) (U)	\$0	Purchase / Replace Miscellaneous Equipment - Hazelmere (24590/02)	\$6,000	\$6,000	\$0 (F)
\$0	\$332	\$332 (F)	\$0	Purchase/Replace Other Equipment - Engineering and Waste Management (24590/03)	\$2,000	\$2,000	\$0 (F)



CAPITAL EXPENDITURE STATEMENT

AUGUST 2016

Year to Date				Full Year				
Actual	Budget	Variance	On Order	(F) = Favourable variation (U) = Unfavourable variation	Forecast	Budget	Variance	
Waste Management								
\$0	\$82	\$82 (F)	\$0	Purchase Office Furniture and Fittings-Engineering and Waste Management (24610/03)	\$500	\$500	\$0 (F)	
\$0	\$500	\$500 (F)	\$0	Purchase / Replace Office Furniture and Fittings - Red Hill Landfill Facility (24610/08)	\$3,000	\$3,000	\$0 (F)	
\$0	\$332	\$332 (F)	\$0	Purchase Office Furniture and Fittings-Hazelmere (24610/10)	\$2,000	\$2,000	\$0 (F)	
\$0	\$500	\$500 (F)	\$0	Purchase Miscellaneous Furniture and Fittings - Red Hill Education Programme (24690/01)	\$3,000	\$3,000	\$0 (F)	
\$0	\$832	\$832 (F)	\$0	Refurbish Environmental Education Centre - Redhill Landfill Facility (25253/00)	\$5,000	\$5,000	\$0 (F)	
\$0	\$23,332	\$23,332 (F)	\$0	Refurbish Waste Transfer Station Building - Red Hill Landfill Facility (25259/01)	\$140,000	\$140,000	\$0 (F)	
\$0	\$1,666	\$1,666 (F)	\$0	Refurbish Plant - Red Hill Landfill Facility (25410/00)	\$10,000	\$10,000	\$0 (F)	
\$0	\$6,664	\$6,664 (F)	\$0	Refurbish Plant - Hazelmere (25410/01)	\$40,000	\$40,000	\$0 (F)	
\$159,396	\$3,161,096	\$3,001,700 (F)	\$38,383		\$18,966,747	\$18,966,747	\$0 (F)	
\$1,112,790	\$5,603,396	\$4,490,606 (F)	\$83,154	TOTAL CAPITAL EXPENDITURE	\$33,620,638	\$33,620,638	\$0 (F)	



STATEMENT OF FINANCIAL POSITION

AUGUST 2016

Actual June 2016	Actual Year to Date	(F) = Favourable variation (U) = Unfavourable variation	Full Year		
			Forecast	Budget	Variance
Current Assets					
\$4,020,828	\$3,180,735	Cash and Cash Equivalents	\$3,000,831	\$3,000,831	\$0 (F)
\$83,114,647	\$82,570,256	Investments	\$64,311,405	\$64,311,405	\$0 (F)
\$3,267,011	\$3,085,820	Trade and Other Receivables	\$3,267,011	\$3,267,011	\$0 (F)
\$27,842	\$25,886	Inventories	\$27,842	\$27,842	\$0 (F)
\$85,059	\$230,032	Other Assets	\$85,059	\$85,059	\$0 (F)
\$90,515,387	\$89,092,729	Total Current Assets	\$70,692,148	\$70,692,148	\$0 (F)
Current Liabilities					
\$5,889,919	\$3,088,179	Trade and Other Payables	\$5,889,919	\$5,889,919	\$0 (F)
\$1,371,378	\$1,371,378	Provisions	\$1,399,359	\$1,399,359	\$0 (F)
\$7,261,297	\$4,459,557	Total Current Liabilities	\$7,289,278	\$7,289,278	\$0 (F)
\$83,254,090	\$84,633,172	Net Current Assets	\$63,402,870	\$63,402,870	\$0 (F)
Non Current Assets					
\$48,504,912	\$48,504,912	Land	\$48,504,912	\$48,504,912	\$0 (F)
\$5,477,919	\$5,456,996	Buildings	\$8,891,489	\$8,891,489	\$0 (F)
\$14,328,901	\$13,921,471	Structures	\$29,364,583	\$29,364,583	\$0 (F)
\$10,776,173	\$10,875,679	Plant	\$18,965,593	\$18,965,593	\$0 (F)
\$658,760	\$692,271	Equipment	\$999,639	\$999,639	\$0 (F)
\$161,845	\$160,526	Furniture and Fittings	\$193,812	\$193,812	\$0 (F)
\$7,860,423	\$8,419,609	Work in Progress	\$7,860,423	\$7,860,423	\$0 (F)
\$87,768,933	\$88,031,464	Total Non Current Assets	\$114,780,451	\$114,780,451	\$0 (F)
Non Current Liabilities					
\$7,407,046	\$7,441,677	Provisions	\$7,627,010	\$7,627,010	\$0 (F)
\$7,407,046	\$7,441,677	Total Non Current Liabilities	\$7,627,010	\$7,627,010	\$0 (F)
\$163,615,977	\$165,222,959	Net Assets	\$170,556,311	\$170,556,311	\$0 (F)
Equity					
\$60,214,225	\$60,214,225	Accumulated Surplus/Deficit	\$60,214,225	\$60,214,225	\$0 (F)
\$62,674,377	\$62,674,377	Cash Backed Reserves	\$62,674,377	\$62,674,377	\$0 (F)
\$40,727,375	\$40,727,375	Asset Revaluation Reserve	\$40,727,375	\$40,727,375	\$0 (F)
\$0	\$1,606,982	Net change in assets from operations	\$6,940,334	\$6,940,334	\$0 (F)
\$163,615,977	\$165,222,959	Total Equity	\$170,556,311	\$170,556,311	\$0 (F)



CASH AND INVESTMENTS

AUGUST 2016

Actual June 2016	Actual Year to Date	(F) = Favourable variation (U) = Unfavourable variation	Full Year		
			Forecast	Budget	Variance
Municipal Cash and Investments					
4,017,378	3,177,285	Cash at Bank - Municipal Fund 01001/00	2,997,381	2,997,381	0 (F)
1,250	1,250	Cash on Hand - Ascot Place 01019/00	1,250	1,250	0 (F)
400	400	Cash on Hand - Walliston/Mathieson & Coppin Road Transfer Stations 01019/01	400	400	0 (F)
1,800	1,800	Cash on Hand - Red Hill / Hazelmere 01019/02	1,800	1,800	0 (F)
20,288,309	19,387,994	Investments - Municipal Fund 02021/00	15,370,377	15,370,377	0 (F)
24,309,136	22,568,730	Total Municipal Cash	18,371,207	18,371,207	0 (F)
Restricted Cash and Investments					
510,804	514,488	Restricted Investments - Plant and Equipment 02022/01	293,631	293,631	0 (F)
2,132,389	2,147,770	Restricted Investments - Post Closure Site Rehabilitation Red Hill 02022/02	2,324,756	2,324,756	0 (F)
6,063,056	6,106,791	Restricted Investments - Future Development 02022/03	47,737	47,737	0 (F)
788,213	793,898	Restricted Investments - Environmental Monitoring Red Hill 02022/04	893,298	893,298	0 (F)
40,514	40,806	Restricted Investments - Environmental Insurance Red Hill 02022/05	1,047	1,047	0 (F)
13,973	14,074	Restricted Investments - Risk Management 02022/06	14,332	14,332	0 (F)
544,803	548,733	Restricted Investments - Class IV Cells Red Hill 02022/07	87,660	87,660	0 (F)
359,102	361,692	Restricted Investments - Regional Development 02022/08	598,753	598,753	0 (F)
46,773,843	47,111,240	Restricted Investments - Secondary Waste Processing 02022/09	37,546,295	37,546,295	0 (F)
4,554,958	4,587,815	Restricted Investments - Class III Cells 02022/10	6,044,704	6,044,704	0 (F)
70,552	71,061	Restricted Investments - Building Refurbishment (Ascot Place) 02022/11	72,363	72,363	0 (F)
151,961	55,791	Restricted Investments - Accrued Interest 02022/19	151,961	151,961	0 (F)
0	0	Restricted Investments - Unrealised Loss/Gain on Investments 02022/20	0	0	0 (F)
822,170	828,101	Restricted Investments - Long Service Leave 02022/90	864,491	864,491	0 (F)
62,826,339	63,182,262	Total Restricted Cash	48,941,029	48,941,029	0 (F)
87,135,475	85,750,992	TOTAL CASH AND INVESTMENTS	67,312,236	67,312,236	0 (F)

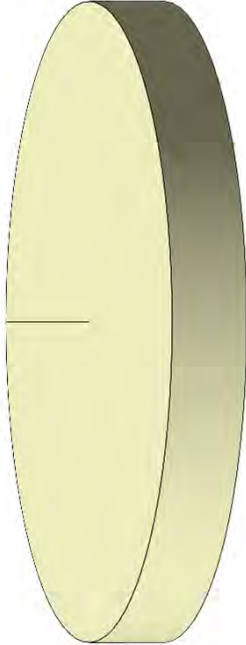
The Cash at Bank - Municipal Fund represents the balance on the last day of the relevant month. Any portion of the balance available for investment is transferred into the Investment - Municipal Fund account in the following period. Funds held in the Cash at Bank - Municipal Fund continue to accrue interest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

EMRC Investment Report

August 2016

I. Overall Portfolio Limits			
S&P Long Term Rating	S&P Short Term Rating	% Portfolio	Investment Maximum %
AAA	A-1+	100.00%	100%
AA	A-1	0.00%	100%
A-	A-2	0.00%	100%
			<i>Policy Breached¹</i>
			100.00%

Investment by S&P Rating



A-1+
100%

II. Single Entity Exposure	
ANZ Banking Group	18.35%
NAB	30.87%
AMP	6.12%
Westpac / St. George Bank	44.56%
100.00%	

III. Term to Maturity Framework		
Maturity Profile	Investment Policy Guidelines	
	% Portfolio	% Max
Less Than 1 Year	100.00%	40.00%
Greater Than 1 Year	0.00%	100.00%
		100.00%

NB: This report is consistent with the reporting requirements of the Policy 3.3 - Management of Investments Policy



14.3 FINANCIAL REPORT FOR PERIOD ENDED 30 SEPTEMBER 2016

REFERENCE: D2016/14823

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 September 2016.

KEY ISSUES AND RECOMMENDATION(S)

- Significant year to date budget variances greater than 10% or \$20,000, whichever is the greater, within each nature and type category on the Statement of Financial Activity as at 30 September 2016 have been identified and are reported on in the body of the report.

Recommendation(s)

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 September 2016.

SOURCE OF REPORT

Director Corporate Services

BACKGROUND

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.

The 2016/2017 Budget was presented in a format that separated operating income and expenditure from other revenue and expenses to provide improved disclosure of Council's underlying operating result.

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

Outlined below is commentary pertaining to variances on the financial statements for the period ended 30 September 2016. 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.



Item 14.3 continued

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

The year to date operating result from normal activities as at 30 September 2016 is a favourable variance of \$608,815 (224.43%) against budget. The following information is provided on key aspects of Council's year to date financial performance:

<u>Operating Income</u>	<i>Actuals for the Year</i>	An unfavourable variance of \$946,780 (10.67%).
	<i>End of Year Forecast</i>	As per budget - not yet due to be reviewed.

Operating Income variances previously reported to Council:

1. Year to date User Charges of \$6,727,668 is \$874,303 (11.50%) below the budget of \$7,601,971. This is due to the lower than budget tonnages received from commercial operators as at 30 September 2016.
2. Year to date Interest Municipal Cash Investments of \$131,799 is \$79,299 (151.05%) above the budget of \$52,500. This is attributable to the higher level of funds available as at 30 June 2016 compared to budget together with a higher average interest rate received (2.99%) compared to the budgeted rate (2.53%).
3. Year to date Other Income of \$355,109 is \$123,991 (25.88%) below the budget of \$479,100. This is mainly attributable to a lower level of sales to September 2016 of greenwaste products (\$10,781 compared to a budget of \$59,880) and a lower level of woodwaste product sales (\$189,138 compared to a budget of \$246,141).

There were no further significant Operating Income variances as at 30 September 2016.

<u>Operating Expenditure</u>	<i>Actuals for the Year</i>	A favourable variance of \$1,555,595 (18.08%).
	<i>End of Year Forecast</i>	As per budget - not yet due to be reviewed.

Operating Expenditure variances previously reported to Council:

1. Year to date Contract Expenses of \$666,983 is \$842,230 (55.81%) below the budget of \$1,509,213 due to the timing of various projects from different business units. Major variances from the Waste Services directorate include:
 - Operate and Maintain Class IV Cell - Leachate Removal - \$187,500;
 - Crush and Screen Lateritic Caprock- \$128,473;
 - Monitor Environmental Impacts - \$103,400;
 - Rehabilitate Class III Cells - Red Hill Landfill Facility - \$75,452;
 - Manage Greenwaste Mulching - \$49,044; and
 - Operate and Maintain Plant - Waste Management Facilities - \$30,690.

Other projects where the expenditures are lower than budget for various directorates/business units include: Corporate Services (\$125,620), Environmental Services (\$71,083) and Regional Development (\$43,013).



Item 14.3 continued

- Year to date Fuel Expenses of \$138,042 is \$20,490 (12.92%) below the budget of \$158,532. The variance is primarily attributable to the lower level of diesel fuel used by plant as a result of lower than budgeted tonnages received to date as well as lower than budgeted unit price paid for the purchase of diesel fuel.

Operating Expenditure variances not previously reported to Council:

- Year to date Depreciation Expenses of \$1,208,222 is \$169,087 (12.28%) below the year to date budget provision of \$1,377,309. The variance is attributable to the lower level of commercial tonnages received to date resulting in lower Class III cell air space consumed (\$618,201 compared to a year to date budget of \$669,909), the lower level of capital expenditure to date and changes to the asset life of the EMRC's plant and equipment class of assets in accordance with accounting standards as a result of the 3 year asset revaluation cycle.

There were no further significant Operating Expenditure variances as at 30 September 2016.

<u>*Other Revenues and Expenses (Net)</u>	<i>Actuals for the Year</i>	A favourable variance of \$123,636 (9.26%).
	<i>End of Year Forecast</i>	As per budget - not yet due to be reviewed.

Other Revenues and Expenses variances previously reported to Council:

- Interest on Restricted Cash Investments of \$493,064 is \$145,142 (41.72%) above the budget of \$347,922. This is attributable to the higher level of funds available during this period compared to budget together with a higher average interest rate received (2.99%) compared to the budgeted rate (2.53%).

There were no further significant Other Revenues and Expenses variances as at 30 September 2016.

Capital Expenditure Statement (refer Attachment 2)

<u>Capital Expenditure</u>	<i>Actuals for the Year</i>	A favourable variance of \$6,767,919.
	<i>End of Year Forecast</i>	As per budget - not yet due to be reviewed.

Capital Expenditure variances:

A favourable variance of \$6,767,919 existed as at 30 September 2016 when compared to the budget of \$8,405,094. The year to date budget provisions are used as a guide only as expenditure of a capital nature is undertaken as and when required.

Major capital expenditure to 30 September 2016 includes:

- Purchase RRP C & I Building - Plant & Equipment - \$862,830;
- Construct and commission RRP - C & I Building - \$432,785;
- Purchase Vehicles - Ascot Place and Red Hill Landfill Facility - \$94,343;
- Wash-down bay upgrade - Red Hill Landfill Facility - \$74,362;
- Purchase IT & Communications Equipment - \$57,465;
- Construct drainage diversion and earthworks infrastructures - Red Hill Landfill Facility - \$30,621;
- Construct and Commission RRP – Site Infrastructure - \$29,787; and
- Construct hardstand and road - Hazelmere - \$28,221.



Item 14.3 continued

Statement of Financial Position (refer Attachment 3)

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.

Total Equity as at 30 September 2016 totals \$165,954,531. This is an increase of \$2,338,554 from the 30 June 2016 equity of \$163,615,977 and represents the net change in assets from operations.

As end of year forecasts are yet to be reviewed, the forecast balances as at 30 September 2016 are as per the budget estimates.

Statement of Cash and Investments (refer Attachment 4)

The level of cash and investments in the Municipal Fund as at 30 September 2016 is \$23,823,195 and Restricted Cash amount to \$63,319,403.

The net movement for the month is an increase of \$1,391,606.

As end of year forecasts are yet to be reviewed, the forecast balances as at 30 September 2016 are as per the budget estimates.

Investment Report (refer Attachment 5)

Term deposits valued at \$13,000,000 matured during September 2016. These were invested into further term deposits together with additional surplus funds.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 4 - Good Governance

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

FINANCIAL IMPLICATIONS

As outlined within the report and attachments.

SUSTAINABILITY IMPLICATIONS

Nil

ATTACHMENT(S)

1. Statement of Comprehensive Income by Nature and Type (Ref: D2016/15974)
2. Capital Expenditure Statement (Ref: D2016/15975)
3. Statement of Financial Position (Ref: D2016/15976)
4. Statement of Cash and Investments (Ref: D2016/15977)
5. Investment Report (Ref: D2016/15978)

VOTING REQUIREMENT

Simple Majority



Item 14.3 continued

RECOMMENDATION(S)

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 September 2016.

COUNCIL RESOLUTION(S)

MOVED CR PERKS

SECONDED CR O'CONNOR

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 SEPTEMBER 2016.

CARRIED UNANIMOUSLY



STATEMENT OF COMPREHENSIVE INCOME

Nature and Type

SEPTEMBER 2016

Year to Date

Full Year

Actual

Budget

Variance

Forecast

Budget

Variance

Operating Income

\$6,727,668	\$7,601,971	(\$874,303)	(U)	User Charges	\$30,959,710	\$30,959,710	\$0	(F)
\$114,414	\$111,302	\$3,112	(F)	Special Charges	\$460,602	\$460,602	\$0	(F)
\$329,583	\$359,917	(\$30,334)	(U)	Contributions	\$529,323	\$529,323	\$0	(F)
\$87,160	\$94,057	(\$6,897)	(U)	Operating Grants	\$650,662	\$650,662	\$0	(F)
\$131,799	\$52,500	\$79,299	(F)	Interest Municipal Cash Investments	\$210,000	\$210,000	\$0	(F)
\$181,618	\$175,284	\$6,334	(F)	Reimbursements	\$701,202	\$701,202	\$0	(F)
\$355,109	\$479,100	(\$123,991)	(U)	Other	\$2,381,452	\$2,381,452	\$0	(F)
\$7,927,351	\$8,874,131	(\$946,780)	(U)	Total Operating Income	\$35,892,951	\$35,892,951	\$0	(F)

Operating Expenditure

\$1,760,141	\$1,933,571	\$173,430	(F)	Salary Expenses	\$8,997,886	\$8,997,886	\$0	(F)
\$666,983	\$1,509,213	\$842,230	(F)	Contract Expenses	\$6,131,460	\$6,131,460	\$0	(F)
\$206,775	\$222,903	\$16,128	(F)	Material Expenses	\$921,693	\$921,693	\$0	(F)
\$84,766	\$74,901	(\$9,865)	(U)	Utility Expenses	\$299,728	\$299,728	\$0	(F)
\$138,042	\$158,532	\$20,490	(F)	Fuel Expenses	\$634,241	\$634,241	\$0	(F)
\$4,666	\$5,724	\$1,058	(F)	Finance Fees and Interest Expenses	\$22,900	\$22,900	\$0	(F)
\$66,176	\$69,936	\$3,760	(F)	Insurance Expenses	\$280,005	\$280,005	\$0	(F)
\$1,208,222	\$1,377,309	\$169,087	(F)	Depreciation Expenses	\$6,013,588	\$6,013,588	\$0	(F)
\$2,957,415	\$3,279,876	\$322,461	(F)	Miscellaneous Expenses	\$13,121,385	\$13,121,385	\$0	(F)
\$52,022	\$54,984	\$2,962	(F)	Provision Expenses	\$219,964	\$219,964	\$0	(F)
(\$97,948)	(\$84,094)	\$13,854	(F)	Costs Allocated	(\$2,965,206)	(\$2,965,206)	\$0	(F)
\$7,047,260	\$8,602,855	\$1,555,595	(F)	Total Operating Expenditure	\$33,677,644	\$33,677,644	\$0	(F)

\$880,091

\$271,276

\$608,815

(F)

**OPERATING RESULT FROM
NORMAL ACTIVITIES**

\$2,215,307

\$2,215,307

\$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;
5. Other Operating Income - includes income from the sale of products; and
6. Miscellaneous Expenses - includes the landfill levy expense of \$2,709,313 as at 30 September 2016.

Operating Income and Expenditure relates to the ordinary operations of the organisation.

Other Revenues and Expenses relates to the Resource Recovery Project, interest from cash reserves and disposal of assets.

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



STATEMENT OF COMPREHENSIVE INCOME

Nature and Type

SEPTEMBER 2016

Year to Date			Full Year					
Actual	Budget	Variance		Forecast	Budget	Variance		
Other Revenues								
\$0	\$0	\$0	(F)	User Charges	\$2,000,000	\$2,000,000	\$0	(F)
\$1,257,970	\$1,274,826	(\$16,856)	(U)	Secondary Waste Charge	\$5,248,490	\$5,248,490	\$0	(F)
\$0	\$0	\$0	(F)	Operating Grants	\$0	\$0	\$0	(F)
\$493,064	\$347,922	\$145,142	(F)	Interest Restricted Cash Investments	\$1,391,758	\$1,391,758	\$0	(F)
\$0	\$12	(\$12)	(U)	Reimbursements	\$50	\$50	\$0	(F)
\$42,636	\$45,174	(\$2,538)	(U)	Proceeds from Sale of Assets	\$280,707	\$280,707	\$0	(F)
\$9,416	\$0	\$9,416	(F)	Other	\$1,756,572	\$1,756,572	\$0	(F)
\$1,803,087	\$1,667,934	\$135,153	(F)	Total Other Revenues	\$10,677,577	\$10,677,577	\$0	(F)
Other Expenses								
\$58,108	\$71,966	\$13,858	(F)	Salary Expenses	\$879,747	\$879,747	\$0	(F)
\$149,240	\$146,662	(\$2,578)	(U)	Contract Expenses	\$1,115,345	\$1,115,345	\$0	(F)
\$1,314	\$2,697	\$1,383	(F)	Material Expenses	\$42,199	\$42,199	\$0	(F)
\$532	\$624	\$92	(F)	Utility Expenses	\$61,936	\$61,936	\$0	(F)
\$0	\$0	\$0	(F)	Fuel Expenses	\$139,002	\$139,002	\$0	(F)
\$650	\$387	(\$263)	(U)	Insurance Expenses	\$9,885	\$9,885	\$0	(F)
\$186	\$480	\$294	(F)	Depreciation Expenses	\$336,415	\$336,415	\$0	(F)
\$5,700	\$3,971	(\$1,729)	(U)	Miscellaneous Expenses	\$194,697	\$194,697	\$0	(F)
\$43,738	\$39,777	(\$3,961)	(U)	Carrying Amount of Assets Disposed Of	\$259,118	\$259,118	\$0	(F)
\$85,156	\$66,543	(\$18,613)	(U)	Costs Allocated	\$2,914,206	\$2,914,206	\$0	(F)
\$344,624	\$333,107	(\$11,517)	(U)	Total Other Expenses	\$5,952,550	\$5,952,550	\$0	(F)
Realised/Unrealised (Gain)/Loss From Change in Fair Value of Investments								
\$0	\$0	\$0	(F)	Unrealised (Gain)/Loss	\$0	\$0	\$0	(F)
\$0	\$0	\$0	(F)	Realised (Gain)/Loss	\$0	\$0	\$0	(F)
\$0	\$0	\$0	(F)	Total (Gain)/Loss from change in Fair Value of Investments	\$0	\$0	\$0	(F)
Revaluation of Assets								
\$0	\$0	\$0	(F)	Revaluation of Assets	\$0	\$0	\$0	(F)
\$0	\$0	\$0	(F)	Total Revaluation of Assets	\$0	\$0	\$0	(F)
\$1,458,463	\$1,334,827	\$123,636	(F)	OPERATING RESULT FROM OTHER ACTIVITIES	\$4,725,027	\$4,725,027	\$0	(F)
Surplus	Surplus				Surplus	Surplus		
\$2,338,554	\$1,606,103	\$732,451	(F)	CHANGE IN NET ASSETS FROM OPERATIONS	\$6,940,334	\$6,940,334	\$0	(F)
Surplus	Surplus				Surplus	Surplus		



CAPITAL EXPENDITURE STATEMENT

SEPTEMBER 2016

Year to Date				Full Year					
Actual	Budget	Variance		On Order	(F) = Favourable variation (U) = Unfavourable variation	Forecast	Budget	Variance	
Governance and Corporate Services									
\$28,254	\$56,616	\$28,362	(F)	\$0	Purchase Vehicles - Ascot Place (24440/00)	\$226,473	\$226,473	\$0	(F)
\$0	\$13,749	\$13,749	(F)	\$0	Purchase Furniture Fittings & Equipment - Corporate Services (24510/01)	\$55,000	\$55,000	\$0	(F)
\$57,465	\$126,885	\$69,420	(F)	\$0	Purchase Information Technology & Communication Equipment (24550/00)	\$507,550	\$507,550	\$0	(F)
\$0	\$7,500	\$7,500	(F)	\$0	Purchase Art Works (24620/00)	\$30,000	\$30,000	\$0	(F)
\$0	\$64,248	\$64,248	(F)	\$0	Capital Improvement Administration Building - Ascot Place (25240/01)	\$257,000	\$257,000	\$0	(F)
\$0	\$912	\$912	(F)	\$0	Upgrade Security Equipment - Ascot Place (25530/01)	\$3,650	\$3,650	\$0	(F)
\$85,719	\$269,910	\$184,191	(F)	\$0		\$1,079,673	\$1,079,673	\$0	(F)



CAPITAL EXPENDITURE STATEMENT

SEPTEMBER 2016

Year to Date					Full Year		
Actual	Budget	Variance	On Order	(F) = Favourable variation (U) = Unfavourable variation	Forecast	Budget	Variance
Resource Recovery							
\$432,785	\$512,499	\$79,714 (F)	\$19,421		\$2,050,000	\$2,050,000	\$0 (F)
				Construct and Commission Resource Recovery Park - C & I Building (24259/04)			
\$0	\$41,250	\$41,250 (F)	\$0		\$165,000	\$165,000	\$0 (F)
				Construct and Commission Resource Recovery Park - Site/Administration Office (24259/07)			
\$0	\$124,998	\$124,998 (F)	\$0		\$500,000	\$500,000	\$0 (F)
				Construct and Commission Resource Recovery Park - Community Reuse Store (24259/08)			
\$0	\$13,749	\$13,749 (F)	\$0		\$55,000	\$55,000	\$0 (F)
				Construct and Commission Resource Recovery Park - MRF Building - Hazelmere (24259/09)			
\$0	\$17,499	\$17,499 (F)	\$0		\$70,000	\$70,000	\$0 (F)
				Construct and Commission Resource Recovery Park - Weighbridge Office (24259/12)			
\$0	\$62,499	\$62,499 (F)	\$0		\$250,000	\$250,000	\$0 (F)
				Construct and Commission Resource Recovery Park - Site Workshop (24259/13)			
\$0	\$56,250	\$56,250 (F)	\$0		\$225,000	\$225,000	\$0 (F)
				Construct and Commission Resource Recovery Park - Weighbridges (x2) (24392/02)			
\$1,595	\$2,499	\$904 (F)	\$0		\$10,000	\$10,000	\$0 (F)
				Resource Recovery Park - Fencing (24394/06)			
\$29,787	\$639,999	\$610,212 (F)	\$314,577		\$2,560,000	\$2,560,000	\$0 (F)
				Construct and Commission Resource Recovery Park - Site Infrastructure (24399/01)			
\$0	\$62,499	\$62,499 (F)	\$0		\$250,000	\$250,000	\$0 (F)
				Construct Resource Recovery Park - Reuse Store Infrastructure (Car Park) (24399/07)			
\$0	\$349,998	\$349,998 (F)	\$17,900		\$1,400,000	\$1,400,000	\$0 (F)
				Wood Waste to Energy Utilities/Infrastructure - Resource Recovery Park (24399/11)			



CAPITAL EXPENDITURE STATEMENT

SEPTEMBER 2016

Year to Date				Full Year		
Actual	Budget	Variance	On (F) = Favourable variation Order (U) = Unfavourable variation	Forecast	Budget	Variance
Resource Recovery						
\$0	\$685,908	\$685,908 (F)	\$0	Purchase Resource Recovery Park - Wood Waste to Energy Plant & Equipment (24410/03)	\$2,743,633	\$2,743,633 \$0 (F)
\$862,830	\$748,395	(\$114,435) (U)	\$0	Purchase Resource Recovery Park C & I Building - Plant & Equipment (24410/04)	\$2,993,585	\$2,993,585 \$0 (F)
\$0	\$75,000	\$75,000 (F)	\$0	Purchase Resource Recovery Park Transfer Station - Plant & Equipment (24410/05)	\$300,000	\$300,000 \$0 (F)
\$0	\$498	\$498 (F)	\$365	Purchase Other Equipment - Resource Recovery (24590/07)	\$2,000	\$2,000 \$0 (F)
\$1,326,997	\$3,393,540	\$2,066,544 (F)	\$352,263		\$13,574,218	\$13,574,218 \$0 (F)

Waste Management

\$0	\$6,249	\$6,249 (F)	\$0	Construct Waste Management Facility Buildings - Red Hill Landfill Facility (24250/01)	\$25,000	\$25,000 \$0 (F)
\$0	\$15,750	\$15,750 (F)	\$0	Construct Storage Shed for Mattresses - Hazelmere (24250/05)	\$63,000	\$63,000 \$0 (F)
\$0	\$1,492,311	\$1,492,311 (F)	\$5,000	Construct Class III Landfill Cell Farm Stage 3 - Red Hill Landfill Facility (24310/13)	\$5,969,252	\$5,969,252 \$0 (F)
\$744	\$0	(\$744) (U)	\$0	Construct Class III Cell Stage 15 - Red Hill Landfill Facility (24310/16)	\$0	\$0 \$0 (F)
\$8,778	\$417,498	\$408,720 (F)	\$0	Construct Class III Cell Stage 15B - Red Hill Landfill Facility (24310/18)	\$1,670,000	\$1,670,000 \$0 (F)
\$0	\$150,000	\$150,000 (F)	\$0	Construct Class III Leachate Pond - Red Hill Landfill Facility (24320/01)	\$600,000	\$600,000 \$0 (F)
\$2,939	\$846,249	\$843,310 (F)	\$18,135	Leachate Project - Red Hill Landfill Facility (24320/02)	\$3,385,000	\$3,385,000 \$0 (F)



CAPITAL EXPENDITURE STATEMENT

SEPTEMBER 2016

Year to Date			On (F) = Favourable variation Order (U) = Unfavourable variation	Full Year		
Actual	Budget	Variance		Forecast	Budget	Variance

Waste Management

\$0	\$124,998	\$124,998	(F)	\$0	Design and Construct Class IV Cell Stage 2 - Red Hill Landfill Facility (24330/04)	\$500,000	\$500,000	\$0	(F)
\$660	\$43,950	\$43,290	(F)	\$1,340	Construct Stormwater and Siltation Ponds - Red Hill Landfill Facility (24350/01)	\$175,804	\$175,804	\$0	(F)
\$0	\$67,749	\$67,749	(F)	\$0	Construct Roads / Carparks - Red Hill Landfill Facility (24370/00)	\$271,000	\$271,000	\$0	(F)
\$0	\$118,749	\$118,749	(F)	\$0	Construct Access Road to Lots 8 9 10 - Red Hill Landfill Facility (24370/02)	\$475,000	\$475,000	\$0	(F)
\$30,621	\$0	(\$30,621)	(U)	\$0	Construct Drainage Diversion and Earthworks Infrastructures - Red Hill Landfill Facility (24380/00)	\$0	\$0	\$0	(F)
\$28,221	\$28,500	\$280	(F)	\$780	Construct Hardstand and Road - Hazelmere (24395/01)	\$114,000	\$114,000	\$0	(F)
\$0	\$15,000	\$15,000	(F)	\$0	Construct Monitoring Bores - Red Hill Landfill Facility (24396/00)	\$60,000	\$60,000	\$0	(F)
\$74,362	\$0	(\$74,362)	(U)	\$0	Washdown bay Upgrade - Red Hill Landfill Facility (24399/04)	\$0	\$0	\$0	(F)
\$0	\$7,500	\$7,500	(F)	\$0	Truck Washdown Bay for Member Councils - Red Hill Landfill Facility (24399/05)	\$30,000	\$30,000	\$0	(F)
\$0	\$124,998	\$124,998	(F)	\$0	Construct Storage Bunkers for Wood Fines (QA process) - Hazelmere (24399/09)	\$500,000	\$500,000	\$0	(F)
\$0	\$9,999	\$9,999	(F)	\$0	Workshop No 2 Washdown Bay - Red Hill Landfill Facility (24399/13)	\$40,000	\$40,000	\$0	(F)
\$0	\$658,749	\$658,749	(F)	\$0	Purchase / Replace Plant - Red Hill Landfill Facility (24410/00)	\$2,635,000	\$2,635,000	\$0	(F)
\$5,186	\$457,500	\$452,314	(F)	\$194,500	Purchase / Replace Plant - Hazelmere (24410/01)	\$1,830,000	\$1,830,000	\$0	(F)



CAPITAL EXPENDITURE STATEMENT

SEPTEMBER 2016

Year to Date				Full Year		
Actual	Budget	Variance	On (F) = Favourable variation Order (U) = Unfavourable variation	Forecast	Budget	Variance

Waste Management

\$251	\$37,500	\$37,249 (F)	\$1,600	Purchase / Replace Minor Plant and Equipment-Red Hill Landfill Facility (24420/00)	\$150,000	\$150,000	\$0 (F)
\$0	\$2,499	\$2,499 (F)	\$4,986	Purchase / Replace Minor Plant and Equipment - Hazelmere (24420/02)	\$10,000	\$10,000	\$0 (F)
\$66,089	\$17,535	(\$48,554) (U)	\$0	Purchase / Replace Vehicles - Red Hill Landfill Facility (24430/00)	\$70,141	\$70,141	\$0 (F)
\$0	\$135	\$135 (F)	\$0	Purchase / Replace Office Equipment - Engineering / Waste Management (24510/02)	\$550	\$550	\$0 (F)
\$0	\$999	\$999 (F)	\$0	Purchase / Replace Office Equipment - Red Hill Landfill Facility (24510/08)	\$4,000	\$4,000	\$0 (F)
\$0	\$2,499	\$2,499 (F)	\$0	Purchase Fire Fighting System/Equipment - Hazelmere (24520/07)	\$10,000	\$10,000	\$0 (F)
\$0	\$249	\$249 (F)	\$0	Purchase / Replace Fire Fighting Equipment - Red Hill Landfill Facility (24520/08)	\$1,000	\$1,000	\$0 (F)
\$0	\$9,372	\$9,372 (F)	\$0	Purchase / Replace Security System - Red Hill Waste Management Facility (24530/08)	\$37,500	\$37,500	\$0 (F)
\$0	\$14,997	\$14,997 (F)	\$0	Purchase / Replace Security System - Hazelmere (24530/10)	\$60,000	\$60,000	\$0 (F)
\$0	\$17,250	\$17,250 (F)	\$0	Purchase / Replace Other Equipment - Red Hill Landfill Facility (24590/00)	\$69,000	\$69,000	\$0 (F)
\$1,067	\$1,500	\$433 (F)	\$0	Purchase / Replace Miscellaneous Equipment - Hazelmere (24590/02)	\$6,000	\$6,000	\$0 (F)
\$0	\$498	\$498 (F)	\$0	Purchase/Replace Other Equipment - Engineering and Waste Management (24590/03)	\$2,000	\$2,000	\$0 (F)



CAPITAL EXPENDITURE STATEMENT

SEPTEMBER 2016

Year to Date				Full Year				
Actual	Budget	Variance	On Order	(F) = Favourable variation (U) = Unfavourable variation	Forecast	Budget	Variance	
Waste Management								
\$0	\$123	\$123 (F)	\$0	Purchase Office Furniture and Fittings-Engineering and Waste Management (24610/03)	\$500	\$500	\$0 (F)	
\$0	\$750	\$750 (F)	\$0	Purchase / Replace Office Furniture and Fittings - Red Hill Landfill Facility (24610/08)	\$3,000	\$3,000	\$0 (F)	
\$0	\$498	\$498 (F)	\$0	Purchase Office Furniture and Fittings-Hazelmere (24610/10)	\$2,000	\$2,000	\$0 (F)	
\$5,543	\$750	(\$4,793) (U)	\$0	Purchase Miscellaneous Furniture and Fittings - Red Hill Education Programme (24690/01)	\$3,000	\$3,000	\$0 (F)	
\$0	\$1,248	\$1,248 (F)	\$0	Refurbish Environmental Education Centre - Redhill Landfill Facility (25253/00)	\$5,000	\$5,000	\$0 (F)	
\$0	\$34,998	\$34,998 (F)	\$0	Refurbish Waste Transfer Station Building - Red Hill Landfill Facility (25259/01)	\$140,000	\$140,000	\$0 (F)	
\$0	\$2,499	\$2,499 (F)	\$0	Refurbish Plant - Red Hill Landfill Facility (25410/00)	\$10,000	\$10,000	\$0 (F)	
\$0	\$9,996	\$9,996 (F)	\$0	Refurbish Plant - Hazelmere (25410/01)	\$40,000	\$40,000	\$0 (F)	
\$224,459	\$4,741,644	\$4,517,185 (F)	\$226,341		\$18,966,747	\$18,966,747	\$0 (F)	
\$1,637,175	\$8,405,094	\$6,767,919 (F)	\$578,604	TOTAL CAPITAL EXPENDITURE	\$33,620,638	\$33,620,638	\$0 (F)	



STATEMENT OF FINANCIAL POSITION

SEPTEMBER 2016

Actual June 2016	Actual Year to Date	(F) = Favourable variation (U) = Unfavourable variation	Full Year		
			Forecast	Budget	Variance
Current Assets					
\$4,020,828	\$2,688,191	Cash and Cash Equivalents	\$3,000,831	\$3,000,831	\$0 (F)
\$83,114,647	\$84,454,407	Investments	\$64,311,405	\$64,311,405	\$0 (F)
\$3,267,011	\$2,993,470	Trade and Other Receivables	\$3,267,011	\$3,267,011	\$0 (F)
\$27,842	\$28,364	Inventories	\$27,842	\$27,842	\$0 (F)
\$85,059	\$215,235	Other Assets	\$85,059	\$85,059	\$0 (F)
\$90,515,387	\$90,379,667	Total Current Assets	\$70,692,148	\$70,692,148	\$0 (F)
Current Liabilities					
\$5,889,919	\$3,748,651	Trade and Other Payables	\$5,889,919	\$5,889,919	\$0 (F)
\$1,371,378	\$1,371,378	Provisions	\$1,399,359	\$1,399,359	\$0 (F)
\$7,261,297	\$5,120,029	Total Current Liabilities	\$7,289,278	\$7,289,278	\$0 (F)
\$83,254,090	\$85,259,638	Net Current Assets	\$63,402,870	\$63,402,870	\$0 (F)
Non Current Assets					
\$48,504,912	\$48,504,912	Land	\$48,504,912	\$48,504,912	\$0 (F)
\$5,477,919	\$5,446,872	Buildings	\$8,891,489	\$8,891,489	\$0 (F)
\$14,328,901	\$13,693,171	Structures	\$29,364,583	\$29,364,583	\$0 (F)
\$10,776,173	\$10,761,253	Plant	\$18,965,593	\$18,965,593	\$0 (F)
\$658,760	\$686,579	Equipment	\$999,639	\$999,639	\$0 (F)
\$161,845	\$165,339	Furniture and Fittings	\$193,812	\$193,812	\$0 (F)
\$7,860,423	\$8,896,332	Work in Progress	\$7,860,423	\$7,860,423	\$0 (F)
\$87,768,933	\$88,154,458	Total Non Current Assets	\$114,780,451	\$114,780,451	\$0 (F)
Non Current Liabilities					
\$7,407,046	\$7,459,565	Provisions	\$7,627,010	\$7,627,010	\$0 (F)
\$7,407,046	\$7,459,565	Total Non Current Liabilities	\$7,627,010	\$7,627,010	\$0 (F)
\$163,615,977	\$165,954,531	Net Assets	\$170,556,311	\$170,556,311	\$0 (F)
Equity					
\$60,214,225	\$60,214,225	Accumulated Surplus/Deficit	\$60,214,225	\$60,214,225	\$0 (F)
\$62,674,377	\$62,674,377	Cash Backed Reserves	\$62,674,377	\$62,674,377	\$0 (F)
\$40,727,375	\$40,727,375	Asset Revaluation Reserve	\$40,727,375	\$40,727,375	\$0 (F)
\$0	\$2,338,554	Net change in assets from operations	\$6,940,334	\$6,940,334	\$0 (F)
\$163,615,977	\$165,954,531	Total Equity	\$170,556,311	\$170,556,311	\$0 (F)



CASH AND INVESTMENTS

SEPTEMBER 2016

Actual June 2016	Actual Year to Date	(F) = Favourable variation (U) = Unfavourable variation	Full Year		
			Forecast	Budget	Variance
Municipal Cash and Investments					
4,017,378	2,684,741	Cash at Bank - Municipal Fund 01001/00	2,997,381	2,997,381	0 (F)
1,250	1,250	Cash on Hand - Ascot Place 01019/00	1,250	1,250	0 (F)
400	400	Cash on Hand - Walliston/Mathieson & Coppin Road Transfer Stations 01019/01	400	400	0 (F)
1,800	1,800	Cash on Hand - Red Hill / Hazelmere 01019/02	1,800	1,800	0 (F)
20,288,309	21,135,004	Investments - Municipal Fund 02021/00	15,370,377	15,370,377	0 (F)
24,309,136	23,823,195	Total Municipal Cash	18,371,207	18,371,207	0 (F)
Restricted Cash and Investments					
510,804	516,426	Restricted Investments - Plant and Equipment 02022/01	293,631	293,631	0 (F)
2,132,389	2,155,859	Restricted Investments - Post Closure Site Rehabilitation Red Hill 02022/02	2,324,756	2,324,756	0 (F)
6,063,056	6,129,790	Restricted Investments - Future Development 02022/03	47,737	47,737	0 (F)
788,213	796,888	Restricted Investments - Environmental Monitoring Red Hill 02022/04	893,298	893,298	0 (F)
40,514	40,960	Restricted Investments - Environmental Insurance Red Hill 02022/05	1,047	1,047	0 (F)
13,973	14,127	Restricted Investments - Risk Management 02022/06	14,332	14,332	0 (F)
544,803	550,800	Restricted Investments - Class IV Cells Red Hill 02022/07	87,660	87,660	0 (F)
359,102	363,054	Restricted Investments - Regional Development 02022/08	598,753	598,753	0 (F)
46,773,843	47,288,669	Restricted Investments - Secondary Waste Processing 02022/09	37,546,295	37,546,295	0 (F)
4,554,958	4,605,093	Restricted Investments - Class III Cells 02022/10	6,044,704	6,044,704	0 (F)
70,552	71,329	Restricted Investments - Building Refurbishment (Ascot Place) 02022/11	72,363	72,363	0 (F)
151,961	(44,812)	Restricted Investments - Accrued Interest 02022/19	151,961	151,961	0 (F)
0	0	Restricted Investments - Unrealised Loss/Gain on Investments 02022/20	0	0	0 (F)
822,170	831,220	Restricted Investments - Long Service Leave 02022/90	864,491	864,491	0 (F)
62,826,339	63,319,403	Total Restricted Cash	48,941,029	48,941,029	0 (F)
87,135,475	87,142,598	TOTAL CASH AND INVESTMENTS	67,312,236	67,312,236	0 (F)

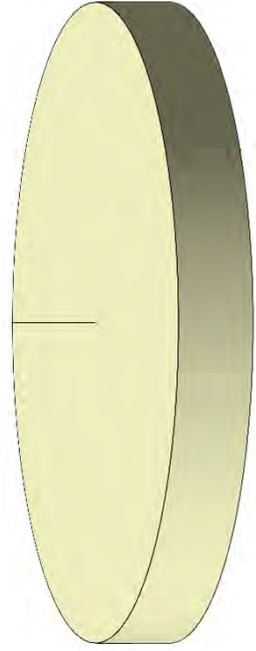
The Cash at Bank - Municipal Fund represents the balance on the last day of the relevant month. Any portion of the balance available for investment is transferred into the Investment - Municipal Fund account in the following period. Funds held in the Cash at Bank - Municipal Fund continue to accrue interest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

EMRC Investment Report

September 2016

I. Overall Portfolio Limits			
S&P Long Term Rating	S&P Short Term Rating	% Portfolio	Investment Maximum %
AAA	A-1+	100.00%	100%
AA	A-1	0.00%	100%
A-	A-2	0.00%	100%
			<i>Policy Breached¹</i>
		100.00%	

Investment by S&P Rating



A-1+
100%

II. Single Entity Exposure	
	% Portfolio
ANZ Banking Group	25.68%
NAB	24.16%
AMP	5.97%
Westpac / St. George Bank	44.19%
100.00%	

III. Term to Maturity Framework			
	% Portfolio	% Min	% Max
Maturity Profile			
Less Than 1 Year	100.00%	40.00%	100.00%
Greater Than 1 Year	0.00%	0.00%	0.00%
		100.00%	

NB: This report is consistent with the reporting requirements of the Policy 3.3 - Management of Investments Policy



14.4 FINANCIAL REPORT FOR PERIOD ENDED 31 OCTOBER 2016

REFERENCE: D2016/15982

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 October 2016.

KEY ISSUES AND RECOMMENDATION(S)

- Significant year to date budget variances greater than 10% or \$20,000, whichever is the greater, within each nature and type category on the Statement of Financial Activity as at 31 October 2016 have been identified and are reported on in the body of the report.

Recommendation(s)

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 October 2016.

SOURCE OF REPORT

Director Corporate Services

BACKGROUND

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.

The 2016/2017 Budget was presented in a format that separated operating income and expenditure from other revenue and expenses to provide improved disclosure of Council's underlying operating result.

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

Outlined below is commentary pertaining to variances on the financial statements for the period ended 31 October 2016. 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.



Item 14.4 continued

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

The year to date operating result from normal activities as at 31 October 2016 is a favourable variance of \$891,662 (165.17%) against budget. The following information is provided on key aspects of Council's year to date financial performance:

<u>Operating Income</u>	<i>Actuals for the Year</i>	An unfavourable variance of \$1,278,202 (10.55%).
	<i>End of Year Forecast</i>	As per budget - not yet due to be reviewed.

Operating Income variances previously reported to Council:

1. Year to date User Charges of \$8,953,929 is \$1,307,375 (12.74%) below the budget of \$10,261,304. This is due to the lower than budget tonnages received from commercial operators as at 31 October 2016.
2. Year to date Interest Municipal Cash Investments of \$155,690 is \$85,690 (122.41%) above the budget of \$70,000. This is attributable to the higher level of funds available as at 30 June 2016 compared to budget together with a higher average interest rate received (2.98%) compared to the budgeted rate (2.53%).

There were no further significant Operating Income variances as at 31 October 2016.

<u>Operating Expenditure</u>	<i>Actuals for the Year</i>	A favourable variance of \$2,169,864 (18.75%).
	<i>End of Year Forecast</i>	As per budget - not yet due to be reviewed.

Operating Expenditure variances previously reported to Council:

1. Year to date Contract Expenses of \$907,418 is \$1,139,311 (55.66%) below the budget of \$2,046,729 due to the timing of various projects from different business units. Major variances from the Waste Services directorate include:
 - Operate and Maintain Class IV Cell - Leachate Removal - \$250,000;
 - Crush and Screen Lateritic Caprock- \$187,513;
 - Monitor Environmental Impacts - \$145,072;
 - Rehabilitate Class III Cells - Red Hill Landfill Facility - \$103,562; and
 - Operate and Maintain Plant - Waste Management Facilities - \$36,186.

Other projects where the expenditures are lower than budget for various directorates/business units include: Corporate Services (\$196,855), Environmental Services (\$103,597) and Regional Development (\$69,711).

2. Year to date Fuel Expenses of \$182,611 is \$28,765 (13.61%) below the budget of \$211,376. The variance is primarily attributable to the lower level of diesel fuel used by plant as a result of lower than budgeted tonnages received to date as well as lower than budgeted unit price paid for the purchase of diesel fuel.



Item 14.4 continued

- Year to date Depreciation Expenses of \$1,644,939 is \$233,473 (12.43%) below the year to date budget provision of \$1,878,412. The variance is attributable to the lower level of commercial tonnages received to date resulting in lower Class III cell air space consumed (\$811,782 compared to a year to date budget of \$893,212), the lower level of capital expenditure to date and changes to the asset life of the EMRC's plant and equipment class of assets in accordance with accounting standards as a result of the 3 year asset revaluation cycle.

Operating Expenditure variances not previously reported to Council:

- Year to date Miscellaneous Expenses of \$3,863,010 is \$496,396 (11.39%) below the year to date budget provision of \$4,359,406. The variance is attributable predominantly to the lower level of commercial tonnages received to date resulting in a lower Landfill Levy payable (\$3,560,839 compared to a year to date budget of \$3,939,772).

There were no further significant Operating Expenditure variances as at 31 October 2016.

<u>*Other Revenues and Expenses (Net)</u>	<i>Actuals for the Year</i>	A favourable variance of \$249,218 (14.85%).
	<i>End of Year Forecast</i>	As per budget - not yet due to be reviewed.

Other Revenues and Expenses variances previously reported to Council:

- Year to date Interest on Restricted Cash Investments of \$675,360 is \$211,464 (45.58%) above the budget of \$463,896. This is attributable to the higher level of funds available during this period compared to budget together with a higher average interest rate received (2.98%) compared to the budgeted rate (2.53%).

Other Revenues and Expenses variances not previously reported to Council:

- Year to date Salary Expenses of \$85,862 is \$72,046 (45.63%) below the year to date budget of \$157,908. The variance is due to the timing of the C & I and Wood Waste to Energy projects.
- Year to date Contract Expenses of \$191,367 is \$37,494 (16.38%) below the budget of \$228,861. The variance is due to the timing of the various Resource Recovery projects and the associated consultancy expenditure.
- Year to date Miscellaneous Expenses of \$5,615 is \$14,703 (72.36%) below the budget of \$20,318. The variance is due to the timing of the various Resource Recovery projects and the associated expenditures.
- Carrying Amount of Assets Disposed Of totalling \$114,320 is \$38,820 (51.42%) above the year to date budget of \$75,500. The variance relates specifically to the write-off of the old mattress shed located at the Hazelmere Resource Recovery Park that was removed in order for the C & I building to be constructed.

There were no further significant Other Revenues and Expenses variances as at 31 October 2016.



Item 14.4 continued

Capital Expenditure Statement (refer Attachment 2)

<u>Capital Expenditure</u>	<i>Actuals for the Year</i>	A favourable variance of \$8,099,994.
	<i>End of Year Forecast</i>	As per budget - not yet due to be reviewed.

Capital Expenditure variances:

A favourable variance of \$8,099,994 existed as at 31 October 2016 when compared to the budget of \$11,206,792. The year to date budget provisions are used as a guide only as expenditure of a capital nature is undertaken as and when required.

Major capital expenditure to 31 October 2016 includes:

- Purchase / Replace Plant - Red Hill Landfill Facility - \$1,345,967;
- Purchase RRP C & I Building - Plant & Equipment - \$953,581;
- Construct and commission RRP - C & I Building - \$448,485;
- Purchase Vehicles - Ascot Place and Red Hill Landfill Facility - \$94,343;
- Purchase IT & Communications Equipment - \$57,465;
- Wash-down bay upgrade - Red Hill Landfill Facility - \$50,292;
- Construct hardstand and road - Hazelmere - \$33,021.
- Construct and Commission RRP - Site Infrastructure - \$30,787; and
- Construct drainage diversion and earthworks infrastructures - Red Hill Landfill Facility - \$30,621.

Statement of Financial Position (refer Attachment 3)

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.

Total Equity as at 31 October 2016 totals \$166,974,405. This is an increase of \$3,358,428 from the 30 June 2016 equity of \$163,615,977 and represents the net change in assets from operations.

As end of year forecasts are yet to be reviewed, the forecast balances as at 31 October 2016 are as per the budget estimates.

Statement of Cash and Investments (refer Attachment 4)

The level of cash and investments in the Municipal Fund as at 31 October 2016 is \$22,023,276 and Restricted Cash amount to \$63,501,699.

The net movement for the month is a decrease of \$1,617,623.

As end of year forecasts are yet to be reviewed, the forecast balances as at 31 October 2016 are as per the budget estimates.

Investment Report (refer Attachment 5)

Term deposits valued at \$10,500,000 matured during October 2016. Of this amount \$7,500,000 was reinvested into further term deposits.



Item 14.4 continued

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 4 - Good Governance

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

FINANCIAL IMPLICATIONS

As outlined within the report and attachments.

SUSTAINABILITY IMPLICATIONS

Nil

ATTACHMENT(S)

1. Statement of Comprehensive Income by Nature and Type (Ref: D2016/16942)
2. Capital Expenditure Statement (Ref: D2016/16943)
3. Statement of Financial Position (Ref: D2016/16944)
4. Statement of Cash and Investments (Ref: D2016/16945)
5. Investment Report (Ref: D2016/16946)

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 and the Investment Report for the period ended 31 October 2016.

COUNCIL RESOLUTION(S)

MOVED CR PERKS

SECONDED CR O'CONNOR

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 OCTOBER 2016.

CARRIED UNANIMOUSLY



STATEMENT OF COMPREHENSIVE INCOME

Nature and Type

OCTOBER 2016

Year to Date

Full Year

Actual	Budget	Variance		Forecast	Budget	Variance	
Operating Income							
\$8,953,929	\$10,261,304	(\$1,307,375)	(U)	\$30,959,710	\$30,959,710	\$0	(F)
\$151,458	\$151,602	(\$144)	(U)	\$460,602	\$460,602	\$0	(F)
\$424,225	\$456,591	(\$32,366)	(U)	\$529,323	\$529,323	\$0	(F)
\$175,660	\$184,000	(\$8,340)	(U)	\$650,662	\$650,662	\$0	(F)
\$155,690	\$70,000	\$85,690	(F)	\$210,000	\$210,000	\$0	(F)
\$247,830	\$233,712	\$14,118	(F)	\$701,202	\$701,202	\$0	(F)
\$725,265	\$755,050	(\$29,785)	(U)	\$2,381,452	\$2,381,452	\$0	(F)
\$10,834,057	\$12,112,259	(\$1,278,202)	(U)	\$35,892,951	\$35,892,951	\$0	(F)
Operating Expenditure							
\$2,364,382	\$2,600,324	\$235,942	(F)	\$8,997,886	\$8,997,886	\$0	(F)
\$907,418	\$2,046,729	\$1,139,311	(F)	\$6,131,460	\$6,131,460	\$0	(F)
\$272,914	\$298,204	\$25,290	(F)	\$921,693	\$921,693	\$0	(F)
\$113,934	\$109,928	(\$4,006)	(U)	\$299,728	\$299,728	\$0	(F)
\$182,611	\$211,376	\$28,765	(F)	\$634,241	\$634,241	\$0	(F)
\$6,156	\$7,632	\$1,476	(F)	\$22,900	\$22,900	\$0	(F)
\$84,320	\$93,248	\$8,928	(F)	\$280,005	\$280,005	\$0	(F)
\$1,644,939	\$1,878,412	\$233,473	(F)	\$6,013,588	\$6,013,588	\$0	(F)
\$3,863,010	\$4,359,406	\$496,396	(F)	\$13,121,385	\$13,121,385	\$0	(F)
\$69,023	\$73,312	\$4,289	(F)	\$219,964	\$219,964	\$0	(F)
(\$106,163)	(\$106,163)	\$0	(F)	(\$2,965,206)	(\$2,965,206)	\$0	(F)
\$9,402,544	\$11,572,408	\$2,169,864	(F)	\$33,677,644	\$33,677,644	\$0	(F)
\$1,431,513	\$539,851	\$891,662	(F)	\$2,215,307	\$2,215,307	\$0	(F)
Surplus	Surplus		OPERATING RESULT FROM NORMAL ACTIVITIES	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;
5. Other Operating Income - includes income from the sale of products; and
6. Miscellaneous Expenses - includes the landfill levy expense of \$3,560,839 as at 31 October 2016.

Operating Income and Expenditure relates to the ordinary operations of the organisation.

Other Revenues and Expenses relates to the Resource Recovery Project, interest from cash reserves and disposal of assets.

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



STATEMENT OF COMPREHENSIVE INCOME

Nature and Type

OCTOBER 2016

Year to Date			Full Year					
Actual	Budget	Variance		Forecast	Budget	Variance		
Other Revenues								
\$0	\$0	\$0	(F)	User Charges	\$2,000,000	\$2,000,000	\$0	(F)
\$1,664,913	\$1,730,840	(\$65,927)	(U)	Secondary Waste Charge	\$5,248,490	\$5,248,490	\$0	(F)
\$0	\$0	\$0	(F)	Operating Grants	\$0	\$0	\$0	(F)
\$675,360	\$463,896	\$211,464	(F)	Interest Restricted Cash Investments	\$1,391,758	\$1,391,758	\$0	(F)
\$0	\$16	(\$16)	(U)	Reimbursements	\$50	\$50	\$0	(F)
\$75,000	\$75,500	(\$500)	(U)	Proceeds from Sale of Assets	\$280,707	\$280,707	\$0	(F)
\$9,416	\$0	\$9,416	(F)	Other	\$1,756,572	\$1,756,572	\$0	(F)
\$2,424,689	\$2,270,252	\$154,437	(F)	Total Other Revenues	\$10,677,577	\$10,677,577	\$0	(F)
Other Expenses								
\$85,862	\$157,908	\$72,046	(F)	Salary Expenses	\$879,747	\$879,747	\$0	(F)
\$191,367	\$228,861	\$37,494	(F)	Contract Expenses	\$1,115,345	\$1,115,345	\$0	(F)
\$4,989	\$7,079	\$2,090	(F)	Material Expenses	\$42,199	\$42,199	\$0	(F)
\$702	\$7,436	\$6,734	(F)	Utility Expenses	\$61,936	\$61,936	\$0	(F)
\$0	\$0	\$0	(F)	Fuel Expenses	\$139,002	\$139,002	\$0	(F)
\$1,300	\$1,442	\$142	(F)	Insurance Expenses	\$9,885	\$9,885	\$0	(F)
\$248	\$640	\$392	(F)	Depreciation Expenses	\$336,415	\$336,415	\$0	(F)
\$5,615	\$20,318	\$14,703	(F)	Miscellaneous Expenses	\$194,697	\$194,697	\$0	(F)
\$114,320	\$75,500	(\$38,820)	(U)	Carrying Amount of Assets Disposed Of	\$259,118	\$259,118	\$0	(F)
\$93,371	\$93,371	\$0	(F)	Costs Allocated	\$2,914,206	\$2,914,206	\$0	(F)
\$497,774	\$592,555	\$94,781	(F)	Total Other Expenses	\$5,952,550	\$5,952,550	\$0	(F)
Realised/Unrealised (Gain)/Loss From Change in Fair Value of Investments								
\$0	\$0	\$0	(F)	Unrealised (Gain)/Loss	\$0	\$0	\$0	(F)
\$0	\$0	\$0	(F)	Realised (Gain)/Loss	\$0	\$0	\$0	(F)
\$0	\$0	\$0	(F)	Total (Gain)/Loss from change in Fair Value of Investments	\$0	\$0	\$0	(F)
Revaluation of Assets								
\$0	\$0	\$0	(F)	Revaluation of Assets	\$0	\$0	\$0	(F)
\$0	\$0	\$0	(F)	Total Revaluation of Assets	\$0	\$0	\$0	(F)
\$1,926,915	\$1,677,697	\$249,218	(F)	OPERATING RESULT FROM OTHER ACTIVITIES	\$4,725,027	\$4,725,027	\$0	(F)
Surplus	Surplus				Surplus	Surplus		
\$3,358,428	\$2,217,548	\$1,140,880	(F)	CHANGE IN NET ASSETS FROM OPERATIONS	\$6,940,334	\$6,940,334	\$0	(F)
Surplus	Surplus				Surplus	Surplus		



CAPITAL EXPENDITURE STATEMENT

OCTOBER 2016

Year to Date						Full Year			
Actual	Budget	Variance		On (F) = Favourable variation Order (U) = Unfavourable variation	Forecast	Budget	Variance		
Governance and Corporate Services									
\$28,254	\$75,488	\$47,234 (F)	\$0	Purchase Vehicles - Ascot Place (24440/00)	\$226,473	\$226,473	\$0 (F)		
\$0	\$18,332	\$18,332 (F)	\$0	Purchase Furniture Fittings & Equipment - Corporate Services (24510/01)	\$55,000	\$55,000	\$0 (F)		
\$57,465	\$169,180	\$111,715 (F)	\$3,311	Purchase Information Technology & Communication Equipment (24550/00)	\$507,550	\$507,550	\$0 (F)		
\$0	\$10,000	\$10,000 (F)	\$0	Purchase Art Works (24620/00)	\$30,000	\$30,000	\$0 (F)		
\$0	\$85,664	\$85,664 (F)	\$0	Capital Improvement Administration Building - Ascot Place (25240/01)	\$257,000	\$257,000	\$0 (F)		
\$0	\$1,216	\$1,216 (F)	\$0	Upgrade Security Equipment - Ascot Place (25530/01)	\$3,650	\$3,650	\$0 (F)		
\$85,719	\$359,880	\$274,161 (F)	\$3,311		\$1,079,673	\$1,079,673	\$0 (F)		



CAPITAL EXPENDITURE STATEMENT

OCTOBER 2016

Year to Date					Full Year		
Actual	Budget	Variance	On Order	(F) = Favourable variation (U) = Unfavourable variation	Forecast	Budget	Variance
Resource Recovery							
\$448,485	\$683,332	\$234,847 (F)	\$18,385		\$2,050,000	\$2,050,000	\$0 (F)
				Construct and Commission Resource Recovery Park - C & I Building (24259/04)			
\$0	\$55,000	\$55,000 (F)	\$0		\$165,000	\$165,000	\$0 (F)
				Construct and Commission Resource Recovery Park - Site/Administration Office (24259/07)			
\$0	\$166,664	\$166,664 (F)	\$0		\$500,000	\$500,000	\$0 (F)
				Construct and Commission Resource Recovery Park - Community Reuse Store (24259/08)			
\$0	\$18,332	\$18,332 (F)	\$0		\$55,000	\$55,000	\$0 (F)
				Construct and Commission Resource Recovery Park - MRF Building - Hazelmere (24259/09)			
\$0	\$23,332	\$23,332 (F)	\$0		\$70,000	\$70,000	\$0 (F)
				Construct and Commission Resource Recovery Park - Weighbridge Office (24259/12)			
\$0	\$83,332	\$83,332 (F)	\$0		\$250,000	\$250,000	\$0 (F)
				Construct and Commission Resource Recovery Park - Site Workshop (24259/13)			
\$0	\$75,000	\$75,000 (F)	\$0		\$225,000	\$225,000	\$0 (F)
				Construct and Commission Resource Recovery Park - Weighbridges (x2) (24392/02)			
\$1,595	\$3,332	\$1,737 (F)	\$0		\$10,000	\$10,000	\$0 (F)
				Resource Recovery Park - Fencing (24394/06)			
\$30,787	\$853,332	\$822,545 (F)	\$328,748		\$2,560,000	\$2,560,000	\$0 (F)
				Construct and Commission Resource Recovery Park - Site Infrastructure (24399/01)			
\$0	\$83,332	\$83,332 (F)	\$0		\$250,000	\$250,000	\$0 (F)
				Construct Resource Recovery Park - Reuse Store Infrastructure (Car Park) (24399/07)			
\$0	\$466,664	\$466,664 (F)	\$17,900		\$1,400,000	\$1,400,000	\$0 (F)
				Wood Waste to Energy Utilities/Infrastructure - Resource Recovery Park (24399/11)			



CAPITAL EXPENDITURE STATEMENT

OCTOBER 2016

Year to Date			On (F) = Favourable variation Order (U) = Unfavourable variation	Full Year			
Actual	Budget	Variance		Forecast	Budget	Variance	
Resource Recovery							
\$0	\$914,544	\$914,544 (F)	\$0	Purchase Resource Recovery Park - Wood Waste to Energy Plant & Equipment (24410/03)	\$2,743,633	\$2,743,633	\$0 (F)
\$953,581	\$997,860	\$44,279 (F)	\$0	Purchase Resource Recovery Park C & I Building - Plant & Equipment (24410/04)	\$2,993,585	\$2,993,585	\$0 (F)
\$0	\$100,000	\$100,000 (F)	\$0	Purchase Resource Recovery Park Transfer Station - Plant & Equipment (24410/05)	\$300,000	\$300,000	\$0 (F)
\$0	\$664	\$664 (F)	\$0	Purchase Other Equipment - Resource Recovery (24590/07)	\$2,000	\$2,000	\$0 (F)
\$1,434,448	\$4,524,720	\$3,090,272 (F)	\$365,033		\$13,574,218	\$13,574,218	\$0 (F)

Waste Management

\$0	\$8,332	\$8,332 (F)	\$0	Construct Waste Management Facility Buildings - Red Hill Landfill Facility (24250/01)	\$25,000	\$25,000	\$0 (F)
\$0	\$21,000	\$21,000 (F)	\$0	Construct Storage Shed for Mattresses - Hazelmere (24250/05)	\$63,000	\$63,000	\$0 (F)
\$0	\$1,989,748	\$1,989,748 (F)	\$5,000	Construct Class III Landfill Cell Farm Stage 3 - Red Hill Landfill Facility (24310/13)	\$5,969,252	\$5,969,252	\$0 (F)
\$744	\$0	(\$744) (U)	\$0	Construct Class III Cell Stage 15 - Red Hill Landfill Facility (24310/16)	\$0	\$0	\$0 (F)
\$8,778	\$556,664	\$547,886 (F)	\$47,000	Construct Class III Cell Stage 15B - Red Hill Landfill Facility (24310/18)	\$1,670,000	\$1,670,000	\$0 (F)
\$0	\$200,000	\$200,000 (F)	\$0	Construct Class III Leachate Pond - Red Hill Landfill Facility (24320/01)	\$600,000	\$600,000	\$0 (F)
\$9,693	\$1,128,332	\$1,118,639 (F)	\$75,524	Leachate Project - Red Hill Landfill Facility (24320/02)	\$3,385,000	\$3,385,000	\$0 (F)



CAPITAL EXPENDITURE STATEMENT

OCTOBER 2016

Year to Date					Full Year		
Actual	Budget	Variance	On Order	(F) = Favourable variation (U) = Unfavourable variation	Forecast	Budget	Variance
Waste Management							
\$0	\$166,664	\$166,664 (F)	\$0	Design and Construct Class IV Cell Stage 2 - Red Hill Landfill Facility (24330/04)	\$500,000	\$500,000	\$0 (F)
\$660	\$58,600	\$57,940 (F)	\$1,340	Construct Stormwater and Siltation Ponds - Red Hill Landfill Facility (24350/01)	\$175,804	\$175,804	\$0 (F)
\$24,069	\$90,332	\$66,263 (F)	\$4,185	Construct Roads / Carparks - Red Hill Landfill Facility (24370/00)	\$271,000	\$271,000	\$0 (F)
\$0	\$158,332	\$158,332 (F)	\$0	Construct Access Road to Lots 8 9 10 - Red Hill Landfill Facility (24370/02)	\$475,000	\$475,000	\$0 (F)
\$30,621	\$0	(\$30,621) (U)	\$0	Construct Drainage Diversion and Earthworks Infrastructures - Red Hill Landfill Facility (24380/00)	\$0	\$0	\$0 (F)
\$33,021	\$38,000	\$4,980 (F)	\$14,003	Construct Hardstand and Road - Hazelmere (24395/01)	\$114,000	\$114,000	\$0 (F)
\$0	\$20,000	\$20,000 (F)	\$0	Construct Monitoring Bores - Red Hill Landfill Facility (24396/00)	\$60,000	\$60,000	\$0 (F)
\$50,292	\$0	(\$50,292) (U)	\$0	Washdown bay Upgrade - Red Hill Landfill Facility (24399/04)	\$0	\$0	\$0 (F)
\$0	\$10,000	\$10,000 (F)	\$0	Truck Washdown Bay for Member Councils - Red Hill Landfill Facility (24399/05)	\$30,000	\$30,000	\$0 (F)
\$0	\$166,664	\$166,664 (F)	\$0	Construct Storage Bunkers for Wood Fines (QA process) - Hazelmere (24399/09)	\$500,000	\$500,000	\$0 (F)
\$0	\$13,332	\$13,332 (F)	\$0	Workshop No 2 Washdown Bay - Red Hill Landfill Facility (24399/13)	\$40,000	\$40,000	\$0 (F)
\$1,345,967	\$878,332	(\$467,635) (U)	\$34,205	Purchase / Replace Plant - Red Hill Landfill Facility (24410/00)	\$2,635,000	\$2,635,000	\$0 (F)
\$8,236	\$610,000	\$601,764 (F)	\$194,500	Purchase / Replace Plant - Hazelmere (24410/01)	\$1,830,000	\$1,830,000	\$0 (F)



CAPITAL EXPENDITURE STATEMENT

OCTOBER 2016

Year to Date			On (F) = Favourable variation Order (U) = Unfavourable variation	Full Year		
Actual	Budget	Variance		Forecast	Budget	Variance

Waste Management

\$1,851	\$50,000	\$48,149 (F)	\$0	Purchase / Replace Minor Plant and Equipment-Red Hill Landfill Facility (24420/00)	\$150,000	\$150,000	\$0 (F)
\$0	\$3,332	\$3,332 (F)	\$4,986	Purchase / Replace Minor Plant and Equipment - Hazelmere (24420/02)	\$10,000	\$10,000	\$0 (F)
\$66,089	\$23,380	(\$42,709) (U)	\$0	Purchase / Replace Vehicles - Red Hill Landfill Facility (24430/00)	\$70,141	\$70,141	\$0 (F)
\$0	\$180	\$180 (F)	\$0	Purchase / Replace Office Equipment - Engineering / Waste Management (24510/02)	\$550	\$550	\$0 (F)
\$0	\$1,332	\$1,332 (F)	\$0	Purchase / Replace Office Equipment - Red Hill Landfill Facility (24510/08)	\$4,000	\$4,000	\$0 (F)
\$0	\$3,332	\$3,332 (F)	\$0	Purchase Fire Fighting System/Equipment - Hazelmere (24520/07)	\$10,000	\$10,000	\$0 (F)
\$0	\$332	\$332 (F)	\$0	Purchase / Replace Fire Fighting Equipment - Red Hill Landfill Facility (24520/08)	\$1,000	\$1,000	\$0 (F)
\$0	\$12,496	\$12,496 (F)	\$0	Purchase / Replace Security System - Red Hill Waste Management Facility (24530/08)	\$37,500	\$37,500	\$0 (F)
\$0	\$19,996	\$19,996 (F)	\$0	Purchase / Replace Security System - Hazelmere (24530/10)	\$60,000	\$60,000	\$0 (F)
\$0	\$23,000	\$23,000 (F)	\$0	Purchase / Replace Other Equipment - Red Hill Landfill Facility (24590/00)	\$69,000	\$69,000	\$0 (F)
\$1,067	\$2,000	\$933 (F)	\$1,328	Purchase / Replace Miscellaneous Equipment - Hazelmere (24590/02)	\$6,000	\$6,000	\$0 (F)
\$0	\$664	\$664 (F)	\$0	Purchase/Replace Other Equipment - Engineering and Waste Management (24590/03)	\$2,000	\$2,000	\$0 (F)



CAPITAL EXPENDITURE STATEMENT

OCTOBER 2016

Year to Date				Full Year				
Actual	Budget	Variance	On Order	(F) = Favourable variation (U) = Unfavourable variation	Forecast	Budget	Variance	
Waste Management								
\$0	\$164	\$164 (F)	\$0		\$500	\$500	\$0 (F)	
								Purchase Office Furniture and Fittings-Engineering and Waste Management (24610/03)
\$0	\$1,000	\$1,000 (F)	\$0		\$3,000	\$3,000	\$0 (F)	
								Purchase / Replace Office Furniture and Fittings - Red Hill Landfill Facility (24610/08)
\$0	\$664	\$664 (F)	\$0		\$2,000	\$2,000	\$0 (F)	
								Purchase Office Furniture and Fittings-Hazelmere (24610/10)
\$5,543	\$1,000	(\$4,543) (U)	\$0		\$3,000	\$3,000	\$0 (F)	
								Purchase Miscellaneous Furniture and Fittings - Red Hill Education Programme (24690/01)
\$0	\$1,664	\$1,664 (F)	\$0		\$5,000	\$5,000	\$0 (F)	
								Refurbish Environmental Education Centre - Redhill Landfill Facility (25253/00)
\$0	\$46,664	\$46,664 (F)	\$0		\$140,000	\$140,000	\$0 (F)	
								Refurbish Waste Transfer Station Building - Red Hill Landfill Facility (25259/01)
\$0	\$3,332	\$3,332 (F)	\$0		\$10,000	\$10,000	\$0 (F)	
								Refurbish Plant - Red Hill Landfill Facility (25410/00)
\$0	\$13,328	\$13,328 (F)	\$0		\$40,000	\$40,000	\$0 (F)	
								Refurbish Plant - Hazelmere (25410/01)
\$1,586,631	\$6,322,192	\$4,735,561 (F)	\$382,071		\$18,966,747	\$18,966,747	\$0 (F)	
\$3,106,798	\$11,206,792	\$8,099,994 (F)	\$750,415	TOTAL CAPITAL EXPENDITURE	\$33,620,638	\$33,620,638	\$0 (F)	



STATEMENT OF FINANCIAL POSITION

OCTOBER 2016

Actual June 2016	Actual Year to Date	(F) = Favourable variation (U) = Unfavourable variation	Full Year		
			Forecast	Budget	Variance
Current Assets					
\$4,020,828	\$4,177,701	Cash and Cash Equivalents	\$3,000,831	\$3,000,831	\$0 (F)
\$83,114,647	\$81,347,274	Investments	\$64,311,405	\$64,311,405	\$0 (F)
\$3,267,011	\$2,729,824	Trade and Other Receivables	\$3,267,011	\$3,267,011	\$0 (F)
\$27,842	\$31,911	Inventories	\$27,842	\$27,842	\$0 (F)
\$85,059	\$345,932	Other Assets	\$85,059	\$85,059	\$0 (F)
\$90,515,387	\$88,632,642	Total Current Assets	\$70,692,148	\$70,692,148	\$0 (F)
Current Liabilities					
\$5,889,919	\$1,927,014	Trade and Other Payables	\$5,889,919	\$5,889,919	\$0 (F)
\$1,371,378	\$1,371,378	Provisions	\$1,399,359	\$1,399,359	\$0 (F)
\$7,261,297	\$3,298,392	Total Current Liabilities	\$7,289,278	\$7,289,278	\$0 (F)
\$83,254,090	\$85,334,250	Net Current Assets	\$63,402,870	\$63,402,870	\$0 (F)
Non Current Assets					
\$48,504,912	\$48,504,912	Land	\$48,504,912	\$48,504,912	\$0 (F)
\$5,477,919	\$7,052,814	Buildings	\$8,891,489	\$8,891,489	\$0 (F)
\$14,328,901	\$13,756,184	Structures	\$29,364,583	\$29,364,583	\$0 (F)
\$10,776,173	\$12,836,717	Plant	\$18,965,593	\$18,965,593	\$0 (F)
\$658,760	\$675,609	Equipment	\$999,639	\$999,639	\$0 (F)
\$161,845	\$164,585	Furniture and Fittings	\$193,812	\$193,812	\$0 (F)
\$7,860,423	\$6,125,403	Work in Progress	\$7,860,423	\$7,860,423	\$0 (F)
\$87,768,933	\$89,116,224	Total Non Current Assets	\$114,780,451	\$114,780,451	\$0 (F)
Non Current Liabilities					
\$7,407,046	\$7,476,069	Provisions	\$7,627,010	\$7,627,010	\$0 (F)
\$7,407,046	\$7,476,069	Total Non Current Liabilities	\$7,627,010	\$7,627,010	\$0 (F)
\$163,615,977	\$166,974,405	Net Assets	\$170,556,311	\$170,556,311	\$0 (F)
Equity					
\$60,214,225	\$60,214,225	Accumulated Surplus/Deficit	\$60,214,225	\$60,214,225	\$0 (F)
\$62,674,377	\$62,674,377	Cash Backed Reserves	\$62,674,377	\$62,674,377	\$0 (F)
\$40,727,375	\$40,727,375	Asset Revaluation Reserve	\$40,727,375	\$40,727,375	\$0 (F)
\$0	\$3,358,428	Net change in assets from operations	\$6,940,334	\$6,940,334	\$0 (F)
\$163,615,977	\$166,974,405	Total Equity	\$170,556,311	\$170,556,311	\$0 (F)



CASH AND INVESTMENTS

OCTOBER 2016

Actual June 2016	Actual Year to Date	(F) = Favourable variation (U) = Unfavourable variation	Full Year		
			Forecast	Budget	Variance
Municipal Cash and Investments					
4,017,378	4,174,251	Cash at Bank - Municipal Fund 01001/00	2,997,381	2,997,381	0 (F)
1,250	1,250	Cash on Hand - Ascot Place 01019/00	1,250	1,250	0 (F)
400	400	Cash on Hand - Walliston/Mathieson & Coppin Road Transfer Stations 01019/01	400	400	0 (F)
1,800	1,800	Cash on Hand - Red Hill / Hazelmere 01019/02	1,800	1,800	0 (F)
20,288,309	17,845,575	Investments - Municipal Fund 02021/00	15,370,377	15,370,377	0 (F)
24,309,136	22,023,276	Total Municipal Cash	18,371,207	18,371,207	0 (F)
Restricted Cash and Investments					
510,804	518,414	Restricted Investments - Plant and Equipment 02022/01	293,631	293,631	0 (F)
2,132,389	2,164,157	Restricted Investments - Post Closure Site Rehabilitation Red Hill 02022/02	2,324,756	2,324,756	0 (F)
6,063,056	6,153,384	Restricted Investments - Future Development 02022/03	47,737	47,737	0 (F)
788,213	799,956	Restricted Investments - Environmental Monitoring Red Hill 02022/04	893,298	893,298	0 (F)
40,514	41,118	Restricted Investments - Environmental Insurance Red Hill 02022/05	1,047	1,047	0 (F)
13,973	14,182	Restricted Investments - Risk Management 02022/06	14,332	14,332	0 (F)
544,803	552,920	Restricted Investments - Class IV Cells Red Hill 02022/07	87,660	87,660	0 (F)
359,102	364,452	Restricted Investments - Regional Development 02022/08	598,753	598,753	0 (F)
46,773,843	47,470,687	Restricted Investments - Secondary Waste Processing 02022/09	37,546,295	37,546,295	0 (F)
4,554,958	4,622,819	Restricted Investments - Class III Cells 02022/10	6,044,704	6,044,704	0 (F)
70,552	71,604	Restricted Investments - Building Refurbishment (Ascot Place) 02022/11	72,363	72,363	0 (F)
151,961	(106,411)	Restricted Investments - Accrued Interest 02022/19	151,961	151,961	0 (F)
0	0	Restricted Investments - Unrealised Loss/Gain on Investments 02022/20	0	0	0 (F)
822,170	834,419	Restricted Investments - Long Service Leave 02022/90	864,491	864,491	0 (F)
62,826,339	63,501,699	Total Restricted Cash	48,941,029	48,941,029	0 (F)
87,135,475	85,524,975	TOTAL CASH AND INVESTMENTS	67,312,236	67,312,236	0 (F)

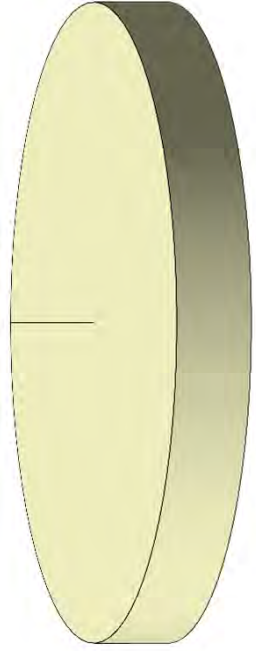
The Cash at Bank - Municipal Fund represents the balance on the last day of the relevant month. Any portion of the balance available for investment is transferred into the Investment - Municipal Fund account in the following period. Funds held in the Cash at Bank - Municipal Fund continue to accrue interest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

EMRC Investment Report

October 2016

I. Overall Portfolio Limits			
S&P Long Term Rating	S&P Short Term Rating	% Portfolio	Investment Maximum %
AAA	A-1+	100.00%	100%
AA	A-1	0.00%	100%
A-	A-2	0.00%	100%
			<i>Policy Breached¹</i>
			100.00%

Investment by S&P Rating



A-1+
100%

II. Single Entity Exposure	
	% Portfolio
ANZ Banking Group	34.69%
NAB	25.05%
AMP	6.19%
Westpac / St. George Bank	34.07%
100.00%	

III. Term to Maturity Framework		
	% Portfolio	Investment Policy Guidelines
Maturity Profile	Less Than 1 Year	% Min: 40.00% % Max: 100.00%
	Greater Than 1 Year	% Min: 0.00% % Max: 0.00%
		100.00%

NB: This report is consistent with the reporting requirements of the Policy 3.3 - Management of Investments Policy



14.5 IMPOSITION OF NEW WOODCHIP FEE

REFERENCE: D2016/16965

PURPOSE OF REPORT

The purpose of this report is to seek Council approval of a proposed new charge for Grade 3 Recycled Woodchip to be offered for sale at the EMRC's Hazelmere Resource Recovery Park.

KEY ISSUES AND RECOMMENDATION(S)

- The EMRC produces two grades of wood chip from the Haas grinder at Hazelmere Resource Recovery Park - Premium Recycled Woodchip and Standard Recycled Woodchip, as well as the woodchip fines supplied to the broiler growers.
- There is a stockpile of surplus woodchip at Hazelmere which has been classified as grade 3 quality.
- It is proposed to offer this material for sale at a price of \$5.00 per m³ ex GST or \$25.00 per tonne ex. GST.

Recommendation(s)

That:

1. Council by absolute majority, in accordance with section 6.16 of the *Local Government Act 1995*, imposes a new charge for Grade 3 Recycled Woodchip forming the attachment to this report to take effect 7 days from giving local public notice.
2. The relevant fees and charges be advertised in accordance with section 6.19 of the *Local Government Act 1995*.

SOURCE OF REPORT

Director Waste Services

BACKGROUND

The Hazelmere Resource Recovery Park recycles waste timber to produce two grades of woodchip, known as Premium Recycled Woodchip and Standard Recycled Woodchip as well as the wood chip fines supplied to the broiler growers and coloured versions of the two grades of woodchip for landscaping.

REPORT

There is a stockpile of approximately 20,000m³ of surplus older wood chip at the Hazelmere Resource Recovery Park which has been classified as Grade 3 Recycled Woodchip.

It is proposed to offer this material for sale at a price of \$5.00 per m³ (ex. GST) or \$25.00 per tonne (ex. GST) which reflects a discount of \$2.73/m³ or \$10.45 per tonne on the Standard Recycled Woodchip charge due to the material being of lower quality that cannot be sold as either premium or standard graded product.

The proposed charge is detailed in the attached schedule (Attachment).



Item 14.5 continued

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 1 – Environmental Sustainability

- 1.1 To provide sustainable waste disposal operations
- 1.2 To improve regional waste management
- 1.3 To provide resource recovery and recycling solutions in partnership with member Councils

FINANCIAL IMPLICATIONS

Sale of this wood chip will generate additional revenue of approximately \$100,000.

SUSTAINABILITY IMPLICATIONS

Fees and Charges are set to ensure services offered are sustainable.

MEMBER COUNCIL IMPLICATIONS

Town of Bassendean	}	Nil
City of Bayswater		
City of Belmont		
Shire of Kalamunda		
Shire of Mundaring		
City of Swan		

ATTACHMENT(S)

Proposed Charge for Grade 3 Recycled Woodchip at Hazelmere Resource Recovery Park 2016/2017
 (Ref: D2016/17082)

VOTING REQUIREMENT

Absolute Majority

RECOMMENDATION(S)

That:

1. Council by absolute majority, in accordance with section 6.16 of the *Local Government Act 1995*, imposes a new charge for Grade 3 Recycled Woodchip forming the attachment to this report to take effect 7 days from giving local public notice.
2. The relevant fees and charges be advertised in accordance with section 6.19 of the *Local Government Act 1995*.



Item 14.5 continued

COUNCIL RESOLUTION(S)

MOVED CR PERKS

SECONDED CR O'CONNOR

THAT:

1. COUNCIL BY ABSOLUTE MAJORITY, IN ACCORDANCE WITH SECTION 6.16 OF THE *LOCAL GOVERNMENT ACT 1995*, IMPOSES A NEW CHARGE FOR GRADE 3 RECYCLED WOODCHIP FORMING THE ATTACHMENT TO THIS REPORT TO TAKE EFFECT 7 DAYS FROM GIVING LOCAL PUBLIC NOTICE.
2. THE RELEVANT FEES AND CHARGES BE ADVERTISED IN ACCORDANCE WITH SECTION 6.19 OF *THE LOCAL GOVERNMENT ACT 1995*.

CARRIED UNANIMOUSLY

**HAZELMERE RESOURCE RECOVERY PARK
PROPOSED 2016-2017 - SCHEDULE OF FEES AND CHARGES**

Description	Unit	2016/2017 Charges with no GST	Value of GST	2016/2017 Charges inc GST
Grade 3 Recycled Woodchip	1 m ³	5.00	0.50	5.50
	1 tonne	25.00	2.50	27.50



14.6 GROUNDWATER CONSULTANCY SERVICES – RED HILL WASTE MANAGEMENT FACILITY

REFERENCE: D2016/17131

PURPOSE OF REPORT

The purpose of this report is to seek Council's re-endorsement of MS Groundwater Management Pty Ltd as hydro-geological consultants for the groundwater remediation project at Red Hill Waste Management Facility.

KEY ISSUES AND RECOMMENDATION(S)

- Comprehensive routine groundwater monitoring has been in place at Red Hill Waste Management Facility since 1994.
- Results from routine groundwater monitoring in 2005/06 identified a plume of contamination along the southern boundary of Red Hill migrating off-site and into John Forrest National Park.
- Crisalis International Pty Ltd and MS Groundwater Management Pty Ltd have been the principal hydro-geological consultants on the groundwater remediation project since 2008.
- Whilst the remediation work to date has been very effective, further work is required that would be best undertaken with the continued input of MS Groundwater Management Pty Ltd.

Recommendation(s)

That:

1. Council acknowledge it has good reason to believe that, because of the unique knowledge flowing from the work done to date on the groundwater remediation project at the Red Hill Waste Management Facility; it is in the best interest of the EMRC to continue with the services of MS Groundwater Management Pty Ltd as hydro-geological consultants.
2. Council enters into a contract with MS Groundwater Management Pty Ltd as hydro-geological consultant at a rate of \$200.00 per hour (ex GST) to provide specialist advice as required for a period not exceeding 3 years.

SOURCE OF REPORT

Director Waste Services

BACKGROUND

In February 2008 five monitoring bores were placed on the southern boundary between Red Hill and the John Forrest National Park. Monitoring results from these bores indicated that groundwater contaminated with nutrients (ammonia, nitrates and phosphorus) from the old landfill beneath Lot 11 was migrating off site.

EMRC engaged specialist hydrogeologists Golder Associates to develop options for remediation of the contaminated groundwater in the affected areas in May 2008. Hydraulic containment (pump and treat) was concluded to be the most feasible remediation option for the Red Hill site.

Since 2008, groundwater consultants Crisalis International and MS Groundwater Management have undertaken all investigations on characterising and modelling the Lot 11 contaminant plume, including monitoring the performance of remediation processes.



Item 14.6 continued

It is a requirement of the Contaminated Sites Act 2003, that an auditor is appointed once it is considered likely that contaminated groundwater has migrated off site. Given this, DER Accredited Auditors, Australian Environmental Auditors (formerly OTEK), were appointed in August 2008 and have reviewed and audited all remediation works and progress reports prepared by Crimalis International and MS Groundwater Management.

A second plume was identified adjacent to the Class IV cell in Lot 1 through routine groundwater monitoring in 2004. Groundwater investigations have indicated that the contamination was likely due to a breach in the HDPE lining system and associated well liners. MS Groundwater Management and Crimalis conducted detailed groundwater investigations and found the impacted area to be very localised with no indication of contaminant migration to the south of lot 1.

In September 2010, Council resolved (DMDOC/136541):

“*THAT:*

1. *COUNCIL ACKNOWLEDGE IT HAS GOOD REASON TO BELIEVE THAT, BECAUSE OF THE UNIQUE KNOWLEDGE FLOWING FROM THE WORK DONE TO DATE ON THE GROUNDWATER REMEDIATION PROJECT AT THE RED HILL WASTE MANAGEMENT FACILITY, IT IS IN THE BEST INTEREST OF THE EMRC TO CONTINUE WITH THE SERVICES OF CRIMALIS INTERNATIONAL PTY LTD AND MS GROUNDWATER MANAGEMENT PTY LTD AS HYDRO-GEOLOGICAL CONSULTANTS.*
2. *COUNCIL ENTERS INTO A CONTRACT WITH CRIMALIS INTERNATIONAL PTY LTD AS PRINCIPAL HYDRO-GEOLOGICAL CONSULTANT AT A RATE OF \$225.00 PER HOUR (EXCLUDING GST) TO PROVIDE SPECIALIST ADVICE AS REQUIRED FOR A PERIOD NOT EXCEEDING 18 MONTHS.*
3. *COUNCIL ENTERS INTO A CONTRACT WITH MS GROUNDWATER MANAGEMENT PTY LTD AS HYDRO-GEOLOGICAL CONSULTANT AT A RATE OF \$200.00 PER HOUR (EXCLUDING GST) TO PROVIDE SPECIALIST ADVICE AS REQUIRED FOR A PERIOD NOT EXCEEDING 18 MONTHS.*
4. *THE HOURLY RATES BE ADJUSTED ANNUALLY USING THE CONSUMER PRICE INDEX FOR PERTH FOR THE SEPTEMBER QUARTER.”*

Report

MS Groundwater Management and Crimalis International have developed a site conceptual model of the area impacted by contamination in Lot 11 and Lot 1. Information was gathered on hydraulic conductivities of soils and granitic rocks, retardation of contaminants and hydraulic gradients to develop both models. The site conceptual model has been approved by the DER Auditor.

As a part requirement of the Contaminated Sites Act 2003, a comprehensive Detailed Site Assessment and Interim Auditors Report were prepared and submitted to the Contaminated Sites DER Auditor in October 2014 detailing the status of contamination and performance of the groundwater remediation program.

Following the retirement of Dr Chris Barber from Crimalis International Pty Ltd in July 2016, it became a natural progression for Dr Selva Marimuthu from MS Groundwater Management to become the lead consultant on the groundwater remediation project.



Item 14.6 continued

During 2016 a Site Management Plan and Annual Remediation Progress report was prepared by MS Groundwater Management for both the Lot 11 and Lot 1 groundwater plumes. The Site Management Plan (SMP) details results from progressive geotechnical tests within Lot 1 which indicated that clays and weathered granite in the area have very low hydraulic conductivity and therefore MS Groundwater Management has recommended through modelling that there is no likelihood of any significant expansion of the plume further into Lot 1 or downgradient of the identified contamination area. Given this, it has been recommended that Monitored Natural Attenuation (MNA) should continue to be used in Lot 1 as the preferred remediation option. The SMP also details the achievements of the hydraulic containment system within the Lot 11 plume which has been achieved with a recovery well network in continual operation since December 2009. Approximately 16ML of contaminated groundwater has been removed since 2009 and quarterly groundwater quality monitoring indicates a steady decline in leachate indicators ammonium-N, EC and potassium in groundwater from bores particularly within the main plume, and in bores immediately to the east and west on the edges of the plume on the southern boundary of Lot 11 indicating an overall plume contraction.

The Site Management Plan is currently being reviewed by the Contaminated Sites DER Auditor for approval.

The following annual remediation work program, which is upon request by the DER Auditor, is largely anticipated to be carried out by MS Groundwater Management:

- Continue to review quarterly monitoring data and other information on groundwater contamination within Lot 1 and Lot 11;
- Assess the performance of interception wells (IW1, IW2, IW3) within Lot 11 and in the JFNP through routine monitoring data and long-term trends in contamination;
- Assess the performance of leachate extraction from LW3 which has been emplaced within the former landfill within Lot 11;
- Continue to review the predictive model for contamination and remediation emanating from Lot 11, and revise estimates of plume capture time and overall efficiency of contaminant containment; and
- Continue to review the predictive model for Lot 1 and Lot 81 under a MNA remediation program.

Given the extent of work that has been undertaken by MS Groundwater Management and the depth of knowledge that has been acquired on the complex hydro-geological formations of the Red Hill remediation program and the long term relationship they have built overtime with the DER Contaminated Sites Auditor, it would be prudent for MS Groundwater Management to continue as the leading consultant for these works for the next three years. If a new consultant was engaged, excessive consulting fees would be wasted on reviewing and understanding the investigations, research and reports done to date. The annual cost estimate for MS Groundwater to continue to provide groundwater consulting services is estimated at \$75,000 per annum.

Whilst the value of the work being undertaken would generally require a tender, because of the unique knowledge flowing from the work done to date at the Red Hill Waste Management Facility on the groundwater remediation project and as outlined within the report, it is in the EMRC's best interests to continue with the services of MS Groundwater Management Pty Ltd and for them to be appointed as hydro-geological consultants for the next three years of the Groundwater Remediation Project at Red Hill.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 1 – Environmental Sustainability

1.1 To provide sustainable waste disposal operations



Item 14.6 continued

FINANCIAL IMPLICATIONS

Provision is made in the 2016/2017 budget for groundwater remediation works, which also includes DER auditing fees. It is estimated an annual expenditure of \$75,000.00 (ex GST) is required for consulting services from MS Groundwater Management over the next three years.

SUSTAINABILITY IMPLICATIONS

Failure to resolve the groundwater contamination would impact the sustainability of the Red Hill Waste Management facility.

MEMBER COUNCIL IMPLICATIONS

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

ATTACHMENT(S)

Nil

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That:

1. Council acknowledge it has good reason to believe that, because of the unique knowledge flowing from the work done to date on the groundwater remediation project at the Red Hill Waste Management Facility; it is in the best interest of the EMRC to continue with the services of MS Groundwater Management Pty Ltd as hydro-geological consultants.
2. Council enters into a contract with MS Groundwater Management Pty Ltd as hydro-geological consultant at a rate of \$200.00 per hour (ex GST) to provide specialist advice as required for a period not exceeding 3 years.

Discussion ensued for and against continuing the services of MS Groundwater Management Pty Ltd being engaged as hydro-geological consultants for the groundwater remediation.

The Director Waste Services explained that it is in the best interest of the EMRC due to their expertise to continue with the services of the MS Groundwater Management Pty Ltd and that the level of expense is reviewed annually.



Item 14.6 continued

COUNCIL RESOLUTION(S)

MOVED CR MCDONNELL

SECONDED CR POWELL

THAT:

1. COUNCIL ACKNOWLEDGE IT HAS GOOD REASON TO BELIEVE THAT, BECAUSE OF THE UNIQUE KNOWLEDGE FLOWING FROM THE WORK DONE TO DATE ON THE GROUNDWATER REMEDIATION PROJECT AT THE RED HILL WASTE MANAGEMENT FACILITY; IT IS IN THE BEST INTEREST OF THE EMRC TO CONTINUE WITH THE SERVICES OF MS GROUNDWATER MANAGEMENT PTY LTD AS HYDRO-GEOLOGICAL CONSULTANTS.
2. COUNCIL ENTERS INTO A CONTRACT WITH MS GROUNDWATER MANAGEMENT PTY LTD AS HYDRO-GEOLOGICAL CONSULTANT AT A RATE OF \$200.00 PER HOUR (EX GST) TO PROVIDE SPECIALIST ADVICE AS REQUIRED FOR A PERIOD NOT EXCEEDING 3 YEARS.

CARRIED 10/2

For Vote: Cr Färdig, Cr Kenyon, Cr Bridges, Cr Lewis, Cr Sutherland, Cr Powell, Cr Wolff,
Cr Stallard, Cr Daw, Cr McDonnell.

Against Vote: Cr O'Connor, Cr Perks.



14.7 ITEMS CONTAINED IN THE INFORMATION BULLETIN

REFERENCE: D2016/16556

The following items are included in the Information Bulletin, which accompanies the Agenda.

1 CORPORATE SERVICES

1.1 CEO EXERCISE OF DELEGATED POWERS AND DUTIES (Ref: D2016/16402)

2 REGIONAL SERVICES

2.1 REGIONAL SERVICES ACTIVITY REPORT JULY 2016 – SEPTEMBER 2016
(Ref: D2016/16558)

2.2 UNDERSTANDING AND MANAGING FLOOD RISK IN PERTH'S EASTERN REGION -
FINAL REPORT FOR THE NATURAL DISASTER RESILIENCE PROGRAM
(Ref: D2016/16559)

2.3 RESEARCH ADVISORY PAPER TO GUIDE THE REGIONAL INTEGRATED TRANSPORT
STRATEGY 2017-2021 DEVELOPMENT (Ref: D2016/16561)

2.4 REGIONAL YOUTH RESEARCH ADVISORY PAPER (Ref: D2016/16562)

RECOMMENDATION(S)

That Council notes the items contained in the Information Bulletin.

Cr Bridges moved that the recommendation on page 67 of the agenda be amended to include the "type and date of meeting":

Cr Lewis seconded the amendment.

Cr Kenyon entered the meeting at 6:22pm.

Cr Ehrhardt vacated her seat for Cr Kenyon and returned to the public gallery at 6:22pm.

AMMENDED RECOMMENDATION(S)

That Council notes the items contained in the Information Bulletin accompanying the 1 December 2016 Ordinary Meeting of Council Agenda.

COUNCIL RESOLUTION(S)

MOVED CR BRIDGES

SECONDED CR LEWIS

THAT COUNCIL NOTES THE ITEMS CONTAINED IN THE INFORMATION BULLETIN ACCOMPANYING THE 1 DECEMBER 2016 ORDINARY MEETING OF COUNCIL AGENDA.

CARRIED UNANIMOUSLY



INFORMATION BULLETIN

Accompanying the
Ordinary Meeting of Council Agenda

1 December 2016

COUNCIL INFORMATION BULLETIN**1 December 2016****(Ref: D2016/16556)****TABLE OF CONTENTS**

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1 CORPORATE SERVICES

1.1 CEO EXERCISE OF DELEGATED POWERS AND DUTIES

REFERENCE: D2016/16402

PURPOSE OF REPORT

The purpose of this report is to present to Council a list of delegations exercised by the CEO in accordance with Council's resolution of 24 March 2016.

KEY ISSUE(S)

- Council reaffirmed delegations to the CEO and Committees at its meeting of 24 March 2016 and requested a periodic report listing the items approved since the last Ordinary Council meeting.
- The delegations exercised since last reported to Council are detailed within this report.

SOURCE OF REPORT

Chief Executive Officer

BACKGROUND

At the Council meeting held on 24 March 2016 Council conducted its annual review of powers and/or discharge of its duties as delegated to the CEO and Committees, in accordance within s.5.46 of the *Local Government Act 1995*. (Ref: D2016/03708)

As part of that review Council resolved inter alia:

"THAT COUNCIL RECEIVES A REPORT DETAILING THE LIST OF ITEMS APPROVED UNDER DELEGATED AUTHORITY AS THEY ARISE AT THE NEXT ORDINARY MEETING OF COUNCIL."

REPORT

The following delegated powers or discharge of duties were exercised by the CEO.

Delegation Number	Date of Original Delegation	Description of Delegation	Details of Delegated Powers and Discharge of Duties
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.	Advertisement of RFT - 2016-006 Swan and Helena Rivers Flood Study Stages Two and Three was advertised in the <i>The West Australian</i> on Saturday 22 October 2016.



Item 1.1 continued

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 4 - Good Governance

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

FINANCIAL IMPLICATIONS

As reflected in monthly financial reports.

SUSTAINABILITY IMPLICATIONS

The delegations exercised were in accordance with Council's resolution for the benefit and sustainability of the EMRC and Perth's Eastern Region.

MEMBER COUNCIL IMPLICATIONS

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

ATTACHMENT(S)

Nil



2 REGIONAL SERVICES

2.1 REGIONAL SERVICES ACTIVITY REPORT JULY 2016 TO SEPTEMBER 2016

REFERENCE: D2016/15509 (CEOAC) – D2016/16558

PURPOSE OF REPORT

The purpose of this report is to provide a progress report on the activities undertaken by the Regional Services Directorate for the period 1 July 2016 to 30 September 2016.

KEY ISSUE(S)

Achievements highlighted for the period 1 July 2016 to 30 September 2016 include:

- All activities undertaken by the Environmental Services business unit for the ensuing period.
- All activities undertaken by the Regional Development business unit for the ensuing period.

SOURCE OF REPORT

Director Regional Services

BACKGROUND

The Environmental Services and Regional Development business units partner with member Councils and key stakeholders to facilitate strategies, projects and activities and provide services (where appropriate) for the benefit and sustainability of Perth's Eastern Region.

Three advisory groups meet regularly to consider regional economic, transport and environmental projects and initiatives and assist in guiding EMRC strategies. Representation from each participating member Council and the EMRC constitute each group's membership with an expanded membership of the Regional Integrated Transport Strategy Implementation Advisory Group including numerous key stakeholders with an interest in transport.

The three groups are:

- Economic Development Officers Group (EDOG);
- Regional Integrated Transport Strategy Implementation Advisory Group (RITS IAG); and
- Regional Environmental Advisory Group (REAG).

Regular progress reports are provided to advisory groups, committees and councils to ensure ongoing and effective communication.

REPORT

Town of Bassendean

The EMRC's Regional Services Directorate:

- Received \$155,000 in grant funding from Lotterywest that contributed to the regional marketing campaign for the Avon Descent Family Fun Days and the Town's 'Vantage Viewing Locations'.
- Received \$20,000 in grant funding from the State Emergency Management Committee, All West Australians Reducing Emergencies (AWARE) Program to undertake Stages Two and Three of the Understanding and Managing Flood Risk in Perth Project. The project will undertake flood hydraulic modelling and mapping; flood risk and vulnerability assessments; and prepare a floodplain development strategy for the Swan and Helena Rivers.



Item 2.1 continued

- Coordinated Planet Footprint Quarterly Performance Review to identify top consuming assets of water and energy, and analyse current performance.
- Undertook data analysis and verification of the Town's energy, gas and water consumption for the transition to Planet Footprint, including investigating missing and closed accounts, and discrepancies with Water Corporation provided data.
- Provided information to the Town about the latest in renewable energy technology and reviewed the Town's renewable initiatives to date.
- Finalised the Town's Water Action Plan.
- Finalised the Town's Water Efficiency Action Plan for endorsement by council for the Waterwise Council program.
- Represented Perth's Eastern Region and the Western Regional Advisory Panel at the Cooperative Research Centre for Water Sensitive Cities Tools and Products development workshop.
- Reviewed the Home Energy Audit Kits in the Bassendean Memorial Library.
- Delivered key climate change information and support including providing summaries on:
 - The road to low carbon energy – Impacts on WA households.
- Organised development of the next Climate Change Risk Awareness Seminar – Transport and Alternative Energy for a Low Carbon Future – Friday 28 October 2016.
- Attended a number of meetings, workshops and seminars including:
 - WALGA's Climate Change Collaborators meeting;
 - WALGA's Sustainability Officers Networking Group;
 - National Climate Change Adaptation Research Facility (NCCARF) – Social Economic and Institutional Dimensions Network workshop;
 - Curtin University – Putting Urban Forest on the Map;
 - Landgate – Urban Forest Working Group;
 - Australian Water Association – Water Policy: Doing More with Less;
 - Urban Development Institute of Australia (UDIA) Event - What is our water future?; and
 - WALGA and South West Group – Climate Change Forum.
- Hosted an EMRC Strategic Briefing featuring expert speakers on the Cooperative Research Centre for Water Sensitive Cities and Sustainable Development Goals.
- Engaged a company to develop the stand-alone website for the 'Healthy Wildlife Healthy Lives' – A One Health Project and drafted a Stakeholder Engagement and Communication Plan.
- Provided an update on the Swan and Helena Rivers Management Framework.
- Finalised stakeholder consultation and development of the new Regional Environment Strategy 2016-2020 and provided the final draft for feedback.
- Secured \$10,000 in grant funding from the Keep Australia Beautiful Council Community Litter Grants program to implement the Water not Waste project. The project will provide portable water bottle refill stations to be used at events held across Perth's Eastern Region.
- Continued the Bush Skills 4 Youth program, with workshops offered to schools and community groups within the Town. An Aboriginal Culture workshop about Women's knowledge was held at Success Hill Reserve on 12 July 2016. 25 girls aged 10 to 16 attended with 12 parents.
- The Steamwand has been hired by the Town for non-chemical weed control trials at Broadway Reserve.
- Received \$7,164 for Green Army round four for project specific items. The team has planted approximately 4,000 seedlings in foreshore and bushland reserves for the Town and has undertaken hand weeding at Success Hill Reserve.
- Represented Perth's Eastern Region on WALGA's Cycling Reference Group.



Item 2.1 continued

- Represented Perth's Eastern Region on the Department of Transport's TravelSmart Officer Network.
- Facilitated a regional showcase tour of the developments in Kalamunda and Mundaring attended by a Town of Bassendean Councillor and staff.
- Represented Perth's Eastern Region and collated officers' feedback on the Department of Sport and Recreation's WA Trails Strategy.
- Coordinated a regional briefing of the Department of Transport's Perth Transport Plan at 3.5million.
- Received an award at the Department of Transport's TravelSmart awards for the #ride2market campaign that was held at several locations including the Old Perth Road Markets.
- Commenced advocating for the Your Move program to be delivered alongside the delivery of the Ellenbrook Bus Rapid Transit Way that connects to Bassendean station.
- Facilitated a workshop for local businesses on "How to do business with local government".
- Coordinated the production of a Regional Integrated Transport Research Advisory Paper to guide the development of the new Regional Integrated Transport Strategy.

City of Bayswater

The EMRC's Regional Services Directorate:

- Received \$155,000 in grant funding from Lotterywest that contributed to the regional marketing campaign for the Avon Descent Family Fun Days and the City's Finish Line Family Fun Day.
- Received \$20,000 in grant funding from the State Emergency Management Committee, All West Australians Reducing Emergencies (AWARE) Program to undertake Stages Two and Three of the Understanding and Managing Flood Risk in Perth Project. The project will undertake flood hydraulic modelling and mapping; flood risk and vulnerability assessments; and prepare a floodplain development strategy for the Swan and Helena Rivers.
- Engaged a company to develop the stand-alone website for the 'Healthy Wildlife Healthy Lives' – A One Health Project and drafted a Stakeholder Engagement and Communication Plan.
- Continued the Bush Skills 4 Youth program with workshops for scout groups in Hampton Park and Lightning Swamp Bushland.
- Provided an update on the Swan and Helena Rivers Management Framework.
- Represented Perth's Eastern Region and the Western Regional Advisory Panel at the Cooperative Research Centre for Water Sensitive Cities Tools and Products development workshop.
- Hosted an EMRC Strategic Briefing featuring expert speakers on the Cooperative Research Centre for Water Sensitive Cities and Sustainable Development Goals.
- Finalised stakeholder consultation and development of the new Regional Environment Strategy 2016-2020 and provided the final draft for feedback.
- Secured \$10,000 in grant funding from the Keep Australia Beautiful Council Community Litter Grants program to implement the Water not Waste project. The project will provide portable water bottle refill stations to be used at events held across Perth's Eastern Region.
- \$20,250 from EMRC's successful 20 Million Trees project has been used to purchase 15,000 seedlings for Lightning Park. The seedlings were planted by community groups and the Green Army round four team.
- Received \$10,000 for plants through the Green Army round four. The Green Army team has also undertaken a range of bushland restoration projects for the City including hand weeding and planting.
- The EMRC's Steamwand has been hired by the City a number of times to trial non-chemical weed control at a number of reserves.
- Represented Perth's Eastern Region on Northlink WA's Southern Construction Reference Group.
- Represented Perth's Eastern Region on WALGA's Cycling Reference Group.



Item 2.1 continued

- Represented Perth's Eastern Region on the Department of Transport's TravelSmart Officer Network.
- Facilitated a regional showcase tour of the developments in Kalamunda and Mundaring attended by City of Bayswater staff.
- Represented Perth's Eastern Region and collated officers' feedback on the Department of Sport and Recreation's WA Trails Strategy.
- Coordinated a regional briefing of the Department of Transport's Perth Transport Plan at 3.5million.
- Produced and delivered the Maylands Activity Centre Guide in partnership with the Maylands Business Association promoting local business and active and public transport options.
- Received an award at the Department of Transport's TravelSmart awards for the #ride2market campaign that was held at several locations including the Maylands Hawker Market.
- Commenced advocating for the Your Move program to be delivered alongside the delivery of the Forrestfield - Airport Link.
- Facilitated a workshop for local businesses on "How to do business with local government".
- Coordinated the production of a Regional Integrated Transport Research Advisory Paper to guide the development of the new Regional Integrated Transport Strategy.

City of Belmont

The EMRC's Regional Services Directorate:

- Received \$155,000 in grant funding from Lotterywest that contributed to the regional marketing campaign for the Avon Descent Family Fun Days and the City's Family Fun Day.
- Received \$20,000 in grant funding from the State Emergency Management Committee, All West Australians Reducing Emergencies (AWARE) Program to undertake Stages Two and Three of the Understanding and Managing Flood Risk in Perth Project. The project will undertake flood hydraulic modelling and mapping; flood risk and vulnerability assessments; and prepare floodplain development strategy for the Swan and Helena Rivers.
- Coordinated Planet Footprint Quarterly Performance Review to identify top consuming assets of water and energy, any anomalies, and analyse current performance.
- Undertook data analysis and verification of City's energy, gas and water consumption for Planet Footprint, including investigating missing and closed accounts, and discrepancies with Water Corporation provided data.
- Represented Perth's Eastern Region and the Western Regional Advisory Panel at the Cooperative Research Centre for Water Sensitive Cities Tools and Products development workshop.
- Organised development of the next Climate Change Risk Awareness Seminar – Transport and Alternative Energy of a Low Carbon Future – Friday 28 October 2016.
- Delivered key climate change information and support including providing summaries on:
 - The road to low carbon energy – Impacts on WA households
- Attended a number of meetings, workshops and seminars including:
 - WALGA's Climate Change Collaborators meeting;
 - WALGA's Sustainability Officers Networking Group;
 - National Climate Change Adaptation Research Facility (NCCARF) – Social Economic and Institutional Dimensions Network workshop;
 - Curtin University – Putting Urban Forest on the Map;
 - Landgate – Urban Forest Working Group;
 - Australian Water Association – Water Policy: Doing More with Less;
 - Urban Development Institute of Australia Event - What is our water future?; and
 - WALGA and South West Group – Climate Change Forum.



Item 2.1 continued

- Hosted an EMRC Strategic Briefing featuring expert speakers on the Cooperative Research Centre for Water Sensitive Cities and Sustainable Development Goals.
- Engaged a company to develop the stand-alone website for the 'Healthy Wildlife Healthy Lives' – A One Health Project and drafted a Stakeholder Engagement and Communication Plan.
- Provided an update on the Swan and Helena Rivers Management Framework.
- Finalised stakeholder consultation and development of the new Regional Environment Strategy 2016-2020 and provided the final draft for feedback.
- Secured \$10,000 in grant funding from the Keep Australia Beautiful Council Community Litter Grants program to implement the Water not Waste project. The project will provide portable water bottle refill stations to be used at events held across Perth's Eastern Region.
- Continued the Bush Skills 4 Youth program with five workshops at Signal Hill Bushland and Tomato Lake for local YMCA and Girl Guide groups. The YMCA group assisted the City of Belmont with planting at Signal Hill and both groups participated in plant and animal identification workshops and orientation activities at Tomato Lake. An Aboriginal Culture workshop at Garvey Park was attended by 22 children and 11 adults.
- The Green Army round four team has undertaken a range of bushland restoration projects for the City including hand weeding.
- The EMRC's Steamwand has been hired by the City to undertake non-chemical weed control trials in bushland reserves and hard surfaces.
- Represented Perth's Eastern Region on WALGA's Cycling Reference Group.
- Represented Perth's Eastern Region on the Department of Transport's TravelSmart Officer Network.
- Represented Perth's Eastern Region and collated officers' feedback on the Department of Sport and Recreation's WA Trails Strategy.
- Coordinated a regional briefing of the Department of Transport's Perth Transport Plan at 3.5million.
- Commenced advocating for the Your Move program to be delivered alongside the delivery of the Forrestfield - Airport Link.
- Facilitated a workshop for local businesses on "How to do business with local government".
- Coordinated the production of a Regional Integrated Transport Research Advisory Paper to guide the development of the new Regional Integrated Transport Strategy.

Shire of Kalamunda

The EMRC's Regional Services Directorate:

- Progressed the Swan Alcoa Landcare Program Priority Tributaries Restoration Project which included planting 1,233 plants at Lower Lesmurdie Falls.
- Delivered Bush Skills for the Hills workshops including:
 - Successful nest boxes information;
 - Jute matting;
 - Frogs, Spiders, Snails;
 - Plant Identification;
 - Marri Canker Identification; and
 - Blackadder Wonderland Wetland Tour.
- Steering committee attended with the Shires of Kalamunda and Mundaring, City of Swan, Department of Parks and Wildlife, Perth NRM and EMRC and prioritised the Eastern Catchment Management Plan actions from key focus areas for further discussion on how to implement further.



Item 2.1 continued

- Represented Perth's sub regional groups on the Swan Alcoa Landcare Program assessment panel. Assessing grant applications for NRM projects for 2017.
- Represented Perth's Eastern Region at the Swan NRM Committee meetings.
- Represented Perth's Eastern Region at the Department of Parks and Wildlife sub regional coordinators meetings.
- Represented Perth's Eastern Region at the Western Australian Landcare Network meetings.
- Continued to deliver the Eastern Region Catchment Management Program.
- Continued the Bush Skills 4 Youth program with workshops at Lesmurdie Primary School. A holiday workshop at Jorgensen Park on 29 September 2016 engaged 35 children and 20 parents in discussing the outcomes from workshops over the past two years and planning for the future of the program. Youth Officers from the Shire of Kalamunda attended.
- Engaged a company to develop the stand-alone website for the 'Healthy Wildlife Healthy Lives' – A One Health Project and drafted a Stakeholder Engagement and Communication Plan.
- Hosted an EMRC Strategic Briefing featuring expert speakers on the Cooperative Research Centre for Water Sensitive Cities and Sustainable Development Goals.
- Finalised stakeholder consultation and development of the new Regional Environment Strategy 2016-2020 and provided the final draft for feedback.
- Secured \$10,000 in grant funding from the Keep Australia Beautiful Council Community Litter Grants program to implement the Water not Waste project. The project will provide portable water bottle refill stations to be used at events held across Perth's Eastern Region.
- Represented Perth's Eastern Region on WALGA's Cycling Reference Group.
- Represented Perth's Eastern Region on the Department of Transport's TravelSmart Officer Network.
- Facilitated a regional showcase tour of the developments in Kalamunda and Mundaring.
- Represented Perth's Eastern Region and collated officers' feedback on the Department of Sport and Recreation's WA Trails Strategy.
- Coordinated a regional briefing of the Department of Transport's Perth Transport Plan at 3.5million.
- Received an award at the Department of Transport's TravelSmart awards for the #ride2market campaign that was held at several locations including the Kalamunda Farmers Market.
- Commenced advocating for the Your Move program to be delivered alongside the delivery of the Forrestfield - Airport Link.
- Coordinated the production of a Regional Integrated Transport Research Advisory Paper to guide the development of the new Regional Integrated Transport Strategy.

Shire of Mundaring

The EMRC's Regional Services Directorate:

- Delivered Bush Skills for the Hills workshops including:
 - Successful nest boxes information;
 - Jute matting;
 - Frogs, Spiders, Snails;
 - Plant Identification;
 - Marri Canker Identification; and
 - Blackadder Wonderland Wetland Tour.
- Steering committee attended with the Shires of Kalamunda and Mundaring, City of Swan, Department of Parks and Wildlife, Perth NRM and EMRC and prioritised the Eastern Catchment Management Plan actions from key focus areas for further discussion on how to implement further.



Item 2.1 continued

- Completed alternative weed management winter trials on the Railway Heritage Trail as part of the Steaming to Success Alternative Weed Management project.
- Over 1,740 plants were used to revegetate private landholders' properties as part of the Department of the Environment's 20 Million Trees program. These properties have been identified within high priority wildlife corridors and have been revegetated with species suitable to the endangered Carnaby's Black Cockatoo.
- Represented Perth's sub regional groups on the Swan Alcoa Landcare Program assessment panel. Assessing grant applications for NRM projects for 2017.
- Represented Perth's Eastern Region at the Swan NRM Committee meetings.
- Represented Perth's Eastern Region at the Department of Parks and Wildlife sub regional coordinators meetings.
- Represented Perth's Eastern Region at the Western Australian Landcare Network meetings.
- Finalised the Shire's Water Efficiency Action Plan which is now endorsed by Council for the Waterwise Council program.
- Undertook data analysis of the Shire's corporate and community water data to develop a report card to outline current performance.
- Represented Perth's Eastern Region and the Western Regional Advisory Panel at the Cooperative Research Centre for Water Sensitive Cities Tools and Products development workshop.
- Coordinated Planet Footprint Quarterly Performance Review to identify top consuming assets of water and energy, any anomalies, and analyse current performance.
- Attended a number of meetings, workshops and seminars including:
 - WALGA's Sustainability Officers Networking Group;
 - Australian Water Association – Water Policy: Doing More with Less; and
 - Urban Development Institute of Australia Event - What is our water future?
- Hosted an EMRC Strategic Briefing featuring expert speakers on the Cooperative Research Centre for Water Sensitive Cities and Sustainable Development Goals.
- Continued the Bush Skills 4 Youth program with workshops in five schools and the development of an out of school community environment group in Glen Forrest. This group, in partnership with youth organisation Millennium Kids, conducted a nest box building workshop on 24 September 2016. A partnership with the Friends of Nyaania Creek and Glen Forrest Primary School will see these nest boxes installed in local reserves and monitored by the children. EMRC is working with the 'Seen and Heard' youth organisation to connect young people with the bush with bushwalks in October and November 2016. On 13 July 2016 an Aboriginal Culture workshop in the Beelu National Park saw 22 boys learning about hunting and gathering and other aspects of Noongar culture.
- Engaged a company to develop the stand-alone website for the 'Healthy Wildlife Healthy Lives' – A One Health Project and drafted a Stakeholder Engagement and Communication Plan.
- Finalised the Shire's Environmental Education Directory for inclusion on the Shire's website and hard copy distribution to local schools.
- Finalised stakeholder consultation and development of the new Regional Environment Strategy 2016-2020 and provided the final draft for feedback.
- Secured \$10,000 in grant funding from the Keep Australia Beautiful Council Community Litter Grants program to implement the Water not Waste project. The project will provide portable water bottle refill stations to be used at events held across Perth's Eastern Region.
- Represented Perth's Eastern Region on WALGA's Cycling Reference Group.
- Represented Perth's Eastern Region on the Department of Transport's TravelSmart Officer Network.
- Facilitated a regional showcase tour of the developments in Kalamunda and Mundaring.
- Represented Perth's Eastern Region and collated officers' feedback on the Department of Sport and Recreation's WA Trails Strategy.



Item 2.1 continued

- Coordinated a regional briefing of the Department of Transport's Perth Transport Plan at 3.5million.
- Coordinated a briefing by Main Roads WA's plan on the Perth-Adelaide National Highway.
- Received an award at the Department of Transport's TravelSmart awards for the #ride2market campaign, that was held at several locations including the Mundaring Sunday Markets.
- Facilitated a workshop for local business on "How to do business with local government".
- Coordinated the production of a Regional Integrated Transport Research Advisory Paper to guide the development of the new Regional Integrated Transport Strategy.

City of Swan

The EMRC's Regional Services Directorate:

- Completed the Hydrocarbon Track and Trace program to identify sources of hydrocarbons present in drains in the Bellevue Light Industrial Area. 150 drain sites were identified and 35 sites prioritised for installation of hydrocarbon pads. A number of drainage catchments have been identified for further investigation by the City of Swan and Department of Environment Regulation.
- The Green Army round four team has undertaken a range of bushland restoration projects for the City including hand weeding.
- Steering committee attended with the Shires of Kalamunda and Mundaring, City of Swan, Department of Parks and Wildlife, Perth NRM and EMRC and prioritised the Eastern Catchment Management Plan actions from key focus areas for further discussion on how to implement further.
- Delivered Bush Skills for the Hills workshops including:
 - Successful nest boxes information;
 - Jute matting;
 - Frogs, Spiders, Snails;
 - Plant identification;
 - Marri Canker identification; and
 - Blackadder Wonderland Wetland Tour.
- Over 4,700 plants were used to revegetate private landholders' properties as part of the Department of the Environment's 20 Million Trees program. These properties have been identified within high priority wildlife corridors and have been revegetated with species suitable to the endangered Carnaby's Black Cockatoo.
- Represented Perth's Eastern Region at the Swan NRM Committee meetings.
- Represented Perth's sub regional groups on the Swan Alcoa Landcare Program assessment panel. Assessing grant applications for NRM projects for 2017.
- Represented Perth's Eastern Region at the Department of Parks and Wildlife sub regional coordinators meetings.
- Represented Perth's Eastern Region at the Western Australian Landcare Network meetings.
- Received \$20,000 in grant funding from the State Emergency Management Committee, All West Australians Reducing Emergencies (AWARE) Program to undertake Stages Two and Three of the Understanding and Managing Flood Risk in Perth Project. The project will undertake flood hydraulic modelling and mapping; flood risk and vulnerability assessments, and prepare a floodplain development strategy for the Swan and Helena Rivers.
- Finalised the City's Water Efficiency Action Plan ready for endorsement by council for the Waterwise Council program.
- Undertook data analysis of the City's corporate and community water data to develop a report card to outline current performance.
- Represented Perth's Eastern Region and the Western Regional Advisory Panel at the Cooperative Research Centre for Water Sensitive Cities Tools and Products development workshop.



Item 2.1 continued

- Hosted an EMRC Strategic Briefing featuring expert speakers on the Cooperative Research Centre for Water Sensitive Cities and Sustainable Development Goals.
- Continued the Bush Skills 4 Youth program with workshops at Maali Park with the Herne Hill Scout Group who are adopting this park for ongoing landcare projects supported by City of Swan. Undertook bushwalks in Talbot Road Nature Reserve with the Stratton Rise Youth Group enabling young people to experience and appreciate the natural environment. Ongoing consultation meetings and leadership workshops are assisting with the development of the City of Swan Youth Advisory Council.
- Engaged a company to develop the stand-alone website for the 'Healthy Wildlife Healthy Lives' – A One Health Project and drafted a Stakeholder Engagement and Communication Plan.
- Provided an update on the Swan and Helena Rivers Management Framework.
- Finalised stakeholder consultation and development of the new Regional Environment Strategy 2016-2020 and provided the final draft for feedback.
- Secured \$10,000 in grant funding from the Keep Australia Beautiful Council Community Litter Grants program to implement the Water not Waste project. The project will provide portable water bottle refill stations to be used at events held across Perth's Eastern Region.
- Completed the Swan Alcoa Landcare Program Priority Tributaries Restoration Project which included a site in Woodbridge.
- Represented Perth's Eastern Region on WALGA's Cycling Reference Group.
- Represented Perth's Eastern Region on the Department of Transport's TravelSmart Officer Network.
- Facilitated a regional showcase tour of the developments in Kalamunda and Mundaring attended by a City of Swan Councillor and staff.
- Represented Perth's Eastern Region and collated officers' feedback on the Department of Sport and Recreation's WA Trails Strategy.
- Coordinated a regional briefing of the Department of Transport's Perth Transport Plan at 3.5million.
- Coordinated a briefing by Main Roads WA's plan on the Perth-Adelaide National Highway.
- Received an award at the Department of Transport's TravelSmart awards for the #ride2market campaign, that was held at several locations including the Stirling Square Markets.
- Provided a letter of support for the City's application to the Department of Sport and Recreation's Youth Engagement Scheme.
- Commenced advocating for the Your Move program to be delivered alongside the delivery of the Ellenbrook Bus Rapid Transit Way.
- Coordinated the production of a Regional Integrated Transport Research Advisory Paper to guide the development of the new Regional Integrated Transport Strategy.

In addition to the specific deliverables identified above for each member Council, the EMRC also facilitated regional meetings, assisted with webinars, hosted a range of key stakeholder events, provided key regional advocacy at both a state and federal government level, engaged with high-level stakeholders and lodged submissions on key documents.



Item 2.1 continued

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 1 – Environmental Sustainability

- 1.5 To contribute towards improved regional air, water and land quality and regional biodiversity conservation
- 1.6 To address climate change issues within the region

Key Result Area 2 – Social Opportunities

- 2.1 To facilitate regional cultural and recreational activities

Key Result Area 3 – Economic Development

- 3.1 To facilitate increased investment in regional infrastructure
- 3.2 To facilitate regional economic development activities

Key Result Area 4 – Good Governance

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


FINANCIAL IMPLICATIONS

The funding to facilitate Regional Services projects and activities is developed and agreed with member Councils as part of the annual budget and review process and was included in the 2016/2017 EMRC operating budget.

SUSTAINABILITY IMPLICATIONS

Regional Services operates to pursue environmental, economic and social growth outcomes for Perth's Eastern Region. Environmental management activities support sustainability principles and contribute towards the environmental, social, and economic benefits through water and energy savings, conservation and management of biodiversity and natural areas and community education and engagement.

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean City of Bayswater City of Belmont Shire of Kalamunda Shire of Mundaring City of Swan	 <p>Ongoing participating member Council officer time is required to provide advice and information to the EMRC, through EDOG, RITS IAG and REAG.</p>

ATTACHMENT(S)

Nil



2.2 UNDERSTANDING AND MANAGING FLOOD RISK IN PERTH'S EASTERN REGION - FINAL REPORT FOR THE NATURAL DISASTER RESILIENCE PROGRAM

REFERENCE: D2016/14522 (CEOAC) – D2016/16559

PURPOSE OF REPORT

The purpose of this report is to provide an update on the final outcomes of the Understanding and Managing Flood Risk in Perth's Eastern Region Stage One project under the Natural Disaster Resilience Program.

KEY ISSUES

- The EMRC received \$100,000 in co-funding under the Natural Disaster Resilience Program.
- The EMRC has successfully completed Stage One of 'Understanding and Managing Flood Risk in Perth's Eastern Region,' a flood study for the Swan and Helena Rivers.
- The project, *Swan and Helena Rivers Flood Study: Hydrology*, estimated the volume of water in the Swan/Avon and Helena Rivers catchment from a range of rainfall events and provided detailed hydrological modelling to produce robust and defensible flood estimates for future flood forecasting.
- The project was a collaboration between the EMRC, Department of Water and the Cities of Swan, Bayswater and Belmont.
- The results will be used to inform future stages of the 'Understanding and Managing Flood Risk' project.
- The EMRC was successful in its "All West Australians Reducing Emergencies" (AWARE) \$20,000 funding application to undertake stages two and three of the project.

SOURCE OF REPORT

Director Regional Services

BACKGROUND

The previous information in relation to catchment hydrology for the Swan and Helena Rivers was dated and did not reflect current industry standards or consider the impact of observed changes in catchment rainfall since the 1970s. Current floodplain mapping is based on hydrologic assessments undertaken in 1983. As a result, the available floodplain mapping may not be suitable to support land use planning and development decision-making and flood emergency response in Perth's Eastern Region.

The need for up to date flood risk information was identified in two of the EMRC's key strategic documents, the *Regional Climate Change Adaptation Action Plan 2013 – 2016* and the major review of the *Swan and Helena Rivers Management Framework* conducted in 2014. Mitigation strategies for flood are also identified in the State Emergency Management Plan for Flood (Westplan Flood, 2010).

This project was the first stage of a four stage regional project titled 'Understanding and Managing Flood Risk in Perth's Eastern Region,' which is a flood study for the Swan and Helena Rivers to assess risk, collate data, prepare mapping and develop floodplain strategy and community awareness in relation to managing flood risk.

A flood study has three main technical components:

- Hydrology – how much water will flood an area?
- Hydraulics – where will the water go and what areas are likely to be impacted?
- Damage assessment – what damage will the water do and what are the risks?



Item 2.2 continued

REPORT

In March 2015, the EMRC received \$100,000 of funding under the Natural Disaster Resilience Program. The project to undertake stage one of a flood study for the Swan and Helena Rivers was a collaboration between the EMRC, Department of Water and the Cities of Bayswater, Belmont and Swan, with the support of the Department of Parks and Wildlife (Rivers and Estuaries Division) and Town of Bassendean.

This project undertook a hydrology assessment for the mainstream Swan River from Perth Water upstream to Walyunga National Park and the Helena River from its outlet to the Swan River to the Helena River Pipehead Dam. Riverine flooding, caused by heavy or prolonged catchment rainfall events, is the dominant mechanism of flooding within the study area. Estuarine flooding, a form of major storm/tidal surges in the ocean produced from low pressure systems and increased wind velocities acting on the water, is the dominant flooding mechanism downstream of Perth city.

The EMRC engaged the services of Hydrology and Risk Consulting (HARC) to undertake the hydrology assessment which was peer reviewed by the University of Melbourne to ensure robust and defensible flood estimates that can be used for future flood forecasting.

The *Swan and Helena Rivers Flood Study: Hydrology* assessment estimated the volume of water in the Swan Avon Catchment from a range of rainfall events and included the potential impact of climate change on design rainfall and flow estimates. This study looked at how long it needs to rain for and how much rain it will take to cause flooding in the catchment, as well as estimating the probable maximum flood that could theoretically occur over a catchment.

Overall, the project was very successful and met its objectives as well as addressing the National Strategy for Disaster Resilience priorities, by providing a greater understanding of the expected runoff rates from the catchments based on current industry standard modelling. This will increase the reliability of real-time flood forecasts, which will in turn improve the ability of emergency response agencies and the community to take appropriate actions during major events.

Outcomes of the project include:

- Providing up to date flood risk information in the study area to inform a hydraulic study and flood mapping;
- Providing input to the hydraulic modelling which will then be used to undertake a flood risk and vulnerability assessment to prepare a Floodplain Management Strategy;
- Informing mitigation and adaptation strategies and decision-making on proposed land use and development of flood prone land;
- Assisting local government authorities and other emergency response agencies to target flood emergency response activities;
- Increasing the flood awareness of local government authorities, planners, land developers, the community, etc. by providing up to date flood risk information; and
- Improving natural disaster resilience in relation to flood risk.

The results will be used to inform a future stage four of the 'Understanding and Managing Flood Risk' project which will include mapping to support land use planning and development decision-making in Perth's Eastern Region. Future stages of the regional project are subject to funding and contribution commitments from EMRC, Department of Water and participating councils. EMRC was successful in its All West Australians Reducing Emergencies (AWARE) funding application to secure additional funding to undertake Stages Two and Three of the project.

Refer to attachment for an overview of the final report for Stage One of the "Understanding and Managing Flood Risk in Perth's Eastern Region" project.



Item 2.2 continued

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 1 – Environmental Sustainability

1.6 To address climate change issues within the Region.

FINANCIAL IMPLICATIONS

Budget allocation for 2016/2017 is provided for Stages Two and Three in the Environmental Services budget.

SUSTAINABILITY IMPLICATIONS

This project continues the Region’s commitment to managing climate change adaptation and risk to ensure a resilient future. The activities undertaken contribute towards environmental, social and economic benefits through improving knowledge in relation to flood risk.

MEMBER COUNCIL IMPLICATIONS

Member Council

Town of Bassendean
City of Bayswater
City of Belmont
City of Swan

Implication Details



The project will assist member Council decision-making on proposed flood prone land use including land use planning, development decisions and emergency services response.

ATTACHMENT(S)

Understanding Managing Flood Risk Stage One Hydrology NDRP1415-29 Final Report (Ref: D2016/16560)



Australian Government
Attorney-General's Department



NATURAL DISASTER RESILIENCE PROGRAM FINAL PROJECT REPORT

Project Name:	'Understanding and Managing Flood Risk in Perth's Eastern Region'		
Applicant:	Eastern Metropolitan Regional Council Organisation	File:	NDRP 1415-29
Project Ending:	May 2016	Report No:	FINAL
Hazard/s addressed:	River Flooding	NDRP Funding:	\$100,000 (excl. GST)

1. Project Background / overview

What led to the development of this project? Why did it need to be undertaken? Where was it undertaken?

Knowledge of the flood history of the Swan River through Perth dates back to the early 1800s, where the earliest anecdotal reference to major flooding was in 1830 (Avon River Flood Study, 1985). The last major Swan River flood occurred in 1983. However, a number of larger events are known to have been observed during the previous 150 years of European settlement, with the largest flood on record occurring in 1872.



Image 1 - Swan River viewed from Garvey Park, Belmont, 2010

The information in relation to catchment hydrology for the Swan and Helena Rivers is dated and does not reflect current industry standards and the impact of observed changes in catchment rainfall since the 1970s. Current floodplain mapping is based on hydrologic assessments undertaken in 1983. As a result, the available floodplain mapping of this region may not be suitable to support land use planning and development decision-making and flood emergency response. In addition, the existing mapping needs to be expanded to cover additional areas where no mapping currently exists.

There is increasing pressure on floodplain areas for land use planning and development as land availability decreases, particularly in urban areas, and as population growth increases. The population of Perth's Eastern Region is 358,714 with population growth forecast to reach around 390,000 by 2021 (profile.id, 2014 accessed at: <http://profile.id.com.au/emrc/population-estimate>). As much of the land area has already been developed, there will be increased pressure for further development along the river foreshore to accommodate this growth.

Without detailed mapping it becomes harder to make informed decisions in relation to potential flooding risks and develop appropriate risk management strategies for river foreshore assets, the natural environment and emergency response activities. There is also recognition that an understanding of the full range of expected flood events (i.e. larger than the 1 in 100 annual exceedance probability (AEP) event currently used for planning) is required to support flood emergency response planning, infrastructure design, and flood insurance.

The need for up to date flood risk information in the eastern reaches of the Swan and Helena Rivers was identified in two of the Eastern Metropolitan Regional Council's (EMRC) key strategic documents, being the *Regional Climate Change Adaptation Action Plan 2013 – 2016* and in the major review of the *Swan and Helena Rivers Management Framework* conducted in 2014. Mitigation strategies for flood are also identified in the State Emergency Management Plan for Flood (Westplan Flood, 2010).

The Swan and Helena Rivers catchment area encompasses the six member local government authorities of the EMRC. These local government authorities, with the assistance of State Government agencies, are responsible for ensuring the river's foreshore environment is appropriately managed and existing and proposed development has adequate protection from major flooding.

The "Understanding and Managing Flood Risk in Perth's Eastern Region" project began as a partnership between the EMRC, Department of Water and three of the EMRC's member councils. The individual partners did not have the resources to complete a similar project on their own and it was determined that a collaborative approach with the EMRC as project manager would have the best chance of success, as the EMRC has extensive experience of managing complex, collaborative, grant-funded, regional-scale projects. Additional funds were required to undertake Stage One, so it was determined that the Natural Disaster Resilience Funding would be appropriate for a study of this type to understand risk and build resilience to flooding in Perth's Eastern Region.

The Australian Emergency Management Handbook Series, *Managing the floodplain: A guide to best practice in flood risk management in Australia – AEM Handbook 7* (AEMI 2013) outlines the following key objectives that are relevant to studies into managing flood risk to communities:

- make information on flood risk readily available so that government, risk managers and community can make informed risk management and investment decisions;
- understand flood behaviour and risk to recognise the impacts of floods on the community and enable effective decisions to be made on flood management;
- understand and maintain the natural flood functions of flow conveyance and storage of the floodplain to enable effective flood risk management and minimise environmental impacts; and
- manage flood risk to improve community resilience to flooding, and to handle the potential growth of this risk through development and redevelopment, and future changes to floodplain topography and climate.

The "Understanding and Managing Flood Risk in Perth's Eastern Region" project was divided into four stages:

- Stage One - catchment hydrology assessment of the study area to determine design flow estimates for the Swan and Helena rivers at key locations; potential impact of climate change on design rainfall and flow estimates; data collation and estimation of the probable maximum flood
- Stage Two - preparation of a digital terrain model; hydraulic modelling utilising the results from Stage One and the 2013 *Assessment of Swan and Canning River Tidal and Storm Surge Water Levels* by URS; and revised floodplain mapping (for a range of flood extents, depths, velocities and hazards and how they vary with time)
- Stage Three - Flood Risk and Vulnerability Assessment informed by the results from Stage Two and key stakeholder consultation; and preparation of a Floodplain Development Strategy
- Stage Four - development of a Community Awareness Guide and other engagement materials to enable local government and the community to have a greater understanding of possible flood risks in the future and enable greater disaster resilience.

A flood study has three main technical components:

- Hydrology – how much water will flood an area?
- Hydraulics – where does the water go?
- Damage assessment – what damage will the water do?

Outputs from the overall flood study can be used for:

- Land use planning
- Development approvals
- Emergency planning
- Emergency response / flood forecasting.

This project was Stage One which undertook a hydrology assessment. The

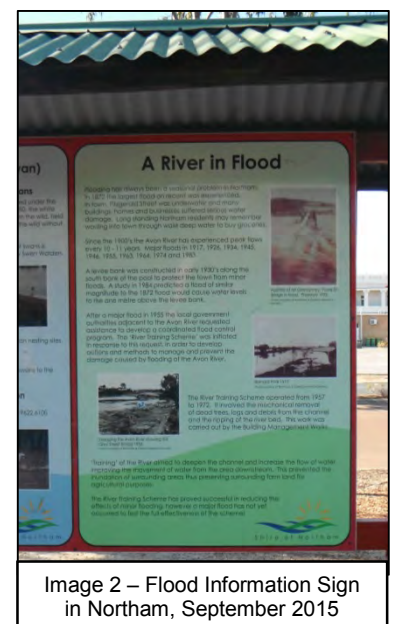


Image 2 – Flood Information Sign in Northam, September 2015

Swan and Helena Rivers Flood Study: Hydrology assessment estimated how much water might flood Perth's Eastern Region from the Swan Avon Catchment from a range of rainfall events. A catchment is an area where water is collected by the natural landscape. In a catchment, all rain and runoff eventually flows to a stream, river, dam, lake, ocean, or into the groundwater. This study looked at how long it needs to rain for and how much rain it will take to cause flooding in the catchment. This study estimated the probable maximum flood, which is the most intense rainfall that could theoretically occur over a catchment. Future stages of the project will work out where the water will go and how much damage it will do to infrastructure.

Study area overview

The Stage One project area covered the mainstream Swan River from Perth Water upstream to Walyunga National Park and the Helena River from its outlet to the Swan River to the Helena River Pipehead Dam. The Swan Avon River complete catchment covers an area of approximately 124,000 km². (See Attachment A: Study Area Map)

The Swan River is the major river flowing through Perth, the capital city of Western Australia. The Swan River is a 72 km permanently open estuary that flows across the coastal plain from Walyunga National Park to the Indian Ocean at Fremantle. The Helena River is one of the largest tributaries and drains into the Swan River near Midland, approximately 12 kilometres east of Perth.

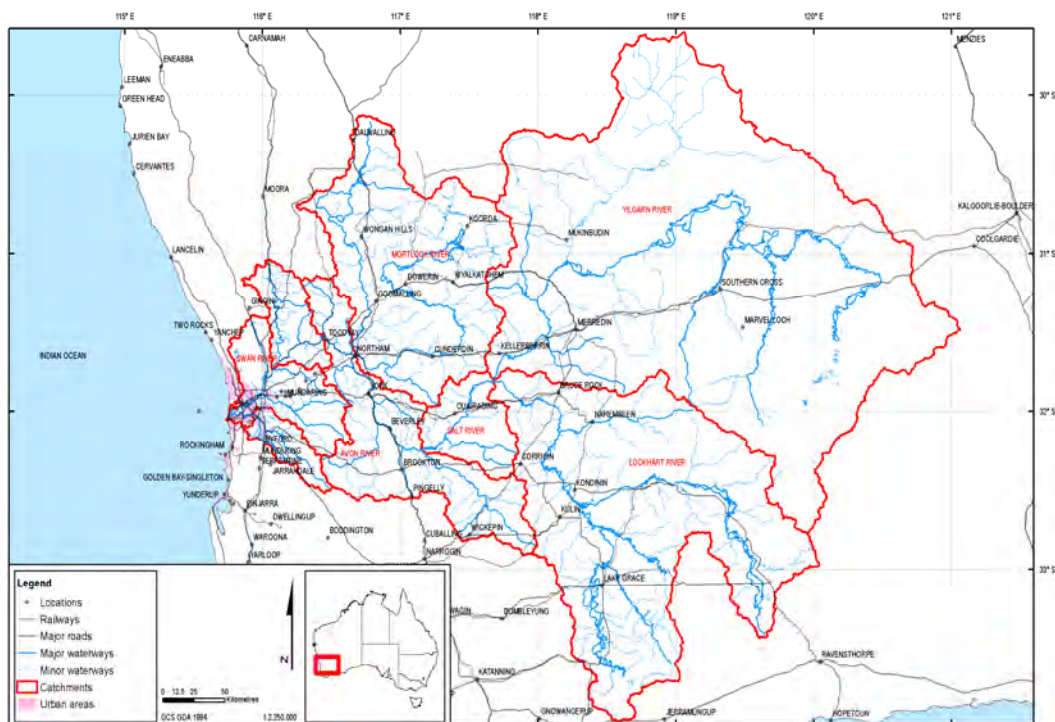


Image 3 - Swan Avon Catchment

Catchment description

The Avon River, with a catchment area of more than 120,000 km², is by far the largest catchment that drains into the Swan River. Two major systems of interconnected lakes (Lockhart and Yilgarn Systems), that account for approximately 75% of the entire catchment area, combine within the Yenyening Lakes which overflows into the Avon River upstream of Beverley during major events. The Avon River catchment has predominantly been cleared of native vegetation to support agricultural land use. (See Attachment B: Avon River Catchment Map)



Image 4 – Yenyening Lakes, September 2015



Image 5 – Mundaring Weir, September 2015

The Helena River has a total catchment area of around 1,655 km², with approximately 90% of the catchment area situated above Mundaring Weir. The catchment area of Mundaring Weir is largely natural forest that has not been subject to significant clearing, whilst much of the area downstream of the Darling Scarp has been cleared for agriculture and urban development. (See Attachment C: Helena River Sub-catchment Map)

The mean annual rainfall varies from <300 mm in the east to greater than 1200 mm within the Darling Scarp. Major flooding can result from both winter frontal systems and the passage of ex-tropical cyclones through the catchment during summer months.

2. Project Summary

EMRC was successful in receiving funding under the Natural Disaster Resilience Program administered by the Western Australian State Emergency Management Committee under a National Partnership Agreement with the Australian Government. The \$200,000 project to undertake stage one of a flood risk study for the Swan and Helena rivers is a collaboration between the EMRC, Department of Water and the Cities of Swan, Bayswater and Belmont, with the support of the Department of Parks and Wildlife (Rivers and Estuaries Division) and Town of Bassendean.

The project is the first component of a four stage flood study project to assess, collate, map and develop community awareness in relation to managing flood risk in Perth's Eastern Region.

This study included the hydrologic components of a flood study, which is a comprehensive technical investigation of expected peak discharges and volumes that will provide a main input to the subsequent development of a hydraulic model and floodplain management plan as part of later stages of this project. The study aimed to provide a better understanding of the full range of flood behaviour and consequences and involves consideration of the local flood history, available collected flood data, and development of hydrologic model/s calibrated and verified, where possible, against significant historic flood events and extended, where appropriate, to determine the full range of flood behaviour.

Riverine flooding, caused by heavy or prolonged catchment rainfall events, is the dominant mechanism of flooding within the study area. A study prepared for the Department of Water has shown that estuarine flooding, a form of major storm/tidal surges in the ocean produced from low pressure systems and increased wind velocities acting on the water, is the dominant flooding mechanism downstream of Perth city.

EMRC engaged the services of Hydrology and Risk Consulting (HARC) to undertake the catchment hydrology assessment (study) following a rigorous tender process including expert technical assistance from the Department of Water. The following components were required under the tender:

- Written summary report of data collected, collated, reviewed and validated;
- A report summarising the data used, methodology, and results of the hydrologic analyses;
- The calibrated loss and hydrologic model(s) and output design hydrographs developed as part of the study along with a discussion of their interpretation;
- GIS files created to support hydrologic analyses; and



Image 6 – Mortlock River East near Meckering, September 2015

- Draft and Final Study Reports.

To address the hydrologic complexities, HARC proposed to develop separate models for the Swan and Helena River catchments. The modelling approach proposed employed the runoff routing (RORB) hydrological model, coupled with the soil, water loss model (SWMOD) rainfall runoff model. The RORB/SWMOD model was calibrated and verified using information for observed historic flood events. These models were then run in a probabilistic Monte Carlo framework to allow for variability in a range of input parameters to determine design flood estimates.

It was determined that a Technical Peer Review of the preliminary catchment and hydrologic analyses undertaken was required to ensure that the approach proposed by HARC together with the underlying assumptions being relied upon were both appropriate and defensible. University of Melbourne Commercial (UoMC) was engaged to undertake the Technical Peer Review which was completed at the methodology and draft catchment hydrology report stages of the study.

HARC undertook an initial data review, followed by a site visit to the catchment area, including Meckering, Northam, York, Beverley, Yenyenning Lakes, Brookton and Mundaring Weir. The methodology was refined and a report prepared for peer review. Following discussions with both UoM Commercial and Department of Water, adjustments were made to some of the assumptions and parameters and the model was calibrated using three historic flood events, selected from the gauge data record. Modelling results demonstrated that these events could be reproduced well using reasonable model parameter values. A fourth historic event was used to validate the calibration results.



Image 7 – Avon River at Beverley, September 2015

The model was then verified to the gauged record of flood frequency estimates at two gauges; the Swan River at Walyunga and the Helena River at Craignish. At Walyunga, there was considerable uncertainty surrounding the estimation of the gauged flood frequency, especially when estimates of historic floods prior to the gauged record were included. Nevertheless, it was found that the model results were consistent with the gauged information as well as anecdotal evidence on flood behaviour within the catchment.

The model was used in design mode to estimate flood peaks and flood hydrographs for a range of annual exceedance probabilities, including 10% (1 in 10), 5% (1 in 20), 2% (1 in 50), 1% (1 in 100), 0.2% (1 in 500) and 0.05% (1 in 2,000). An estimate of the probable maximum flood (PMF), which is the largest flood which could conceivably be generated from this catchment, was also made. The resulting estimates of the PMF peak flow at Walyunga was 59,000 m³/s, with a critical duration of 120 hours. The estimate of the PMF peak flow at Whiteman Road was 9,650 m³/s, with a critical duration of 96 hours.

It should also be noted that the PMF is also considered to be most likely during an extreme winter event, where the catchment is already wet, rather than a summer event, where the initial losses from soil infiltration will be higher.

HARC provided a Final Report Version 3 which incorporated the outcomes from the modelling and subsequent revisions of graphs to ensure consistency with the final data set as well as the full set of technical data including calibration events, design hydrographs and RORB spatial files.



Image 8 – Avon River at Northam Weir, September 2015

UoMC provided a Review Report which outlined the Technical Peer Review undertaken progressively throughout the study. It was concluded that the approach followed is consistent with best practice as defined in the draft (2015) Australian Rainfall and Runoff national guidelines and that the study undertaken by HARC provides a defensible set of flood estimates that are suitable for design and planning purposes, as long as due consideration is given to the inherent uncertainty involved in their derivation.



Image 9 – Flood marker with HARC and Department of Water staff, Avon River at Waterhatch Road near Beverley, September 2015

The investigation of the sensitivity of design flows to catchment wetness and dam starting water levels at the onset of a rainfall event will assist the preparation of a flood forecasting tool for the Swan and Helena Rivers.

The design flood hydrographs and data determined in this study will be used in subsequent stages of the larger project as input to hydraulic modelling. This, in turn, will enable the future development of up-to-date floodplain mapping and a revised floodplain management strategy that considers the full range of flood events that can be expected.

When did the project start and finish?

The project was initiated on 1 May 2015 with a meeting between EMRC and the Department of Water and concluded on 30 May 2016 with the consultant providing the Final Report Version 3 and handing over all data and technical information.

What were your proposed milestones? Were they all achieved? Any relevant comments?

The proposed milestones for the project are listed in the table below:

Understanding and Managing Flood Risk in Perth's Eastern Region – NDRP1415-29	
Milestone	Due Date
Data collation and preparation a) Collate information on previous reports b) Review streamflow rating curves c) Extract required rainfall and streamflow data d) Extract relevant GIS information	May - June 2015
Quarterly report 1	July 2015
Engage consultant – EMRC Tender process	July 2015
Quarterly report 2	14 October 2015
Complete catchment hydrology assessment	14 April 2016
Quarterly report 3	14 January 2016
Quarterly report 4	14 April 2016
Quarterly report 5 and Final report	May 2016

All timeframes for the submission of quarterly reports were met, apart from the last, which was delayed by several weeks. Completion of the catchment hydrology assessment was delayed due to the complexity of the modelling and additional work required following peer review to ensure that the model and outcomes were robust and defensible.

What were the projects' objectives / aims / outcomes? Were they achieved? Why / why not?

The objective of the Stage One hydrology study was to provide a better understanding of the full range of flood behaviour and consequences and involved consideration of local flood history, available collected flood data and the complexity of the complete catchment to develop a hydrologic model calibrated and verified against significant historic flood events and extended to determine the full range of flood behaviour. The aim of the study was to provide up to date, best practice derived data within the tender period to be used as inputs to further stages of the larger project to improve natural disaster resilience.

This objective was achieved by the preparation of design flood estimates for the Swan and Helena Rivers based on the production of a hydrologic model that combines design event rainfalls, a variety of catchment conditions (i.e. dry, average, wet) and dam starting water levels by an experienced consultant in consultation with an expert peer reviewer. The design flood hydrographs and data determined in this study will be used in subsequent stages of the larger project as input to hydraulic modelling.

The results of the study will enable the future development of up-to-date floodplain mapping and a revised floodplain management strategy that considers the full range of flood events that can be expected. This information will inform mitigation and adaptation strategies and decision-making on proposed land use and development of flood prone land. It will assist local government authorities and emergency response agencies to target flood emergency activities and increase the flood awareness of local government authorities, urban planners, land developers and the community to improve natural disaster resilience.

Overall, the 'Understanding and Managing Flood Risk in Perth's Eastern Region' Stage One project was very successful and substantively met its objectives, by providing a greater understanding of the expected runoff rates from the catchments that will increase the reliability of real-time flood forecasts which will in turn improve the ability of emergency response agencies and the community to take appropriate actions during major events.

Outcomes of the project include:

- Providing up to date flood risk information in the study area to inform a hydraulic study and flood mapping;
- Assisting local government authorities and other emergency response agencies to target flood emergency response activities;
- Increasing the flood awareness of local government authorities, planners, land developers, the community, etc. by providing up to date flood risk information.

How did you meet State and National priorities (refer application)?

The project addressed the following National Strategy for Disaster Resilience priorities:

Understanding risk

By undertaking a catchment hydrology assessment to obtain up to date flood behaviour information, the potential flood hazard (risk) is able to be identified and understood for the full range of flood events that can be expected, based on best available information and best practice modelling. The findings of the project will be incorporated in the State Government flood mapping databases (held by Department of Water) and the Flood Risk Information Portal (currently being prepared by Geoscience Australia) to ensure that the information is freely available to all parties needing to understand flood risk in relation to the Swan and Helena Rivers.

Partnering with those who effect change

This project was a partnership with Department of Water and the Cities of Swan, Bayswater and Belmont who ensure that the river's foreshore environment is appropriately managed and existing and proposed development has adequate protection from major flooding. Findings from the project will be able to be incorporated into risk management and decision-making of the partners as well as other local governments

within the study area. The project partners also have responsibility for flood emergency management response activities and will now be able to provide appropriate advice in relation to the management of flood risk hazards. Partnerships with those involved in land use planning and development decision-making will promote the wise use of floodplains while minimising potential flood risk and damage.

Reducing risk in the built environment

Findings from the study will provide the foundation for further work which will, in turn, be incorporated into planning and development processes and emergency management planning by communities, local government authorities and government agencies. This will enable new policies, legislation, planning instruments and/or emergency management response plans to be produced which ensure that risk is minimised in the built environment, as well as inform conceptual designs of any treatment works that will increase flood protection and reduce risk to existing development on the floodplain.

The project addressed the following State priorities:

Developing shared responsibility

Findings from the study will be made available to the public through State Government flood mapping databases (held by Department of Water) and the Flood Risk Information Portal (currently being prepared by Geoscience Australia) enabling all land managers with floodplain responsibilities access to best practice, up to date flood hazard information.

Project partners have a responsibility to ensure that the river's foreshore environment is appropriately managed and existing and proposed development has adequate protection from major flooding. Stakeholders also have responsibility for flood emergency management response activities and will now be able to provide appropriate advice in relation to the management of flood risk hazards, developing shared responsibility for flood hazard planning. Partnerships will promote the wise use of floodplains while minimising potential flood risk and damage.

Promote a risk management approach and developing risk management assessments and/or treatments

The project promoted a risk management approach to managing flood hazards in Perth's Eastern Region by preparing up to date flood hazard data to assist with risk identification in the study area. The findings of the project will be used to inform a hydraulic study, flood mapping, flood risk and vulnerability assessment and development of a floodplain development strategy.

The improved understanding of flood behaviour and flood risk will provide land use planning and development decision-makers with the necessary information to balance the risk of proposed development on flood prone land with the benefits of the proposals. It will also provide those with emergency management responsibilities to better plan for and allocate resources to manage future flood events as well as inform conceptual designs of any treatment works that will increase flood protection to existing development on the floodplain.

Were there any delays / changes? Why? What did you do?

The project experienced some delays in the delivery of outputs, mainly due to the size and complexity of the project scope, as well as internal procurement and approval processes.

The consultant, HARC, was not engaged until September 2015 due to a lengthier than expected tender process to ensure compliance with local government procurement guidelines. There were more submissions for the tender than expected, which took the project team longer to evaluate. Upon selection of the consultant, some minor delays in preparing contracts were also experienced. Local government procurement, approval and engagement processes need to be taken into consideration over the entire term of the project.

The timeframe for completion of the catchment hydrology assessment was revised. At the project inception meeting, the project team and consultants determined that an independent peer review of both the project methodology and draft catchment hydrology report was necessary given the complexities involved to minimise any potential for re-work later in the project. This was to ensure that the methodology was sound and the project would provide defensible results, as the results will be used for future hydraulic modelling and mapping to inform mitigation strategies and decision-making on proposed land use and development on flood prone land.

Additional delays of several weeks during the methodology stage were experienced as the complexity of the project, particularly taking peer review feedback into consideration, meant significant additional work was required by the consultants. Accommodating annual leave of the peer reviewer was also needed due to the initial delays.

The Swan Avon River catchment has a number of characteristics which complicated the flood hydrology. These may be simply summarised as:

- Catchment size. The total catchment area is close to 124,000 km². This raises complexities such as the influence of partial area storms in flood generation, as well as the extreme gradients in design and historic rainfalls across such a vast area.
- The presence of lakes and highly anabranching channels. These characteristics imposed a significant storage, attenuation and loss effect on the flood hydrology.

There was a further delay when the peer reviewer was of the opinion that there may be a problem with the software used for the flood frequency modelling, which required further investigation and provision of all data to the software developer to determine if there was a problem with the program. There was a marked difference in the flood regime when gauged data only was used in the modelling compared to modelling using the estimated historic pre-gauged information. Following investigation, it was determined that the reduction in flood peaks was consistent with the well-recognised reduction in rainfall and streamflow yields in Perth, so the results may have shown the effect of climate change.

For future stages of the overall project, additional time will be allowed for procurement and approval processes as well as any peer review which may be needed, particularly related to data modelling.

Were there any reports / maps etc. produced? Include with your report (USB /electronic is acceptable)

The outputs of Stage One of the project included:

- Swan Helena Rivers Flood Study: Hydrology Final Report that details the expected runoff rates from the catchment and design flood estimates for events ranging from 1 in 2 annual exceedance probability (AEP) to the probable maximum flood (Attachment D: Swan and Helena Rivers Flood Study: Hydrology Version 3)
- Calibrated rainfall - runoff models of the Swan / Avon River and Helena River catchments (data files only)
- Design hydrographs, data and GIS shapefiles (data files only)
- Peer review report (Attachment E: Technical Peer Review Swan and Helena Rivers Flood Study: Hydrology)

1. Forward Planning

What needs to be done now? Who will do it? Who will be responsible for funding it?

Stages Two and Three are proposed to be undertaken in the 2016/2017 financial year, subject to funding.

Stage Two will involve hydraulic modelling utilising the results from Stage One and the recent Swan River tide and storm surge water level assessment by the Department of Water to develop floodplain mapping. Stage Three would see a Flood Risk and Vulnerability Assessment undertaken and Floodplain Development Strategy prepared. The EMRC, the Department of Water, EMRC member councils and neighbouring river councils have committed funding to engage consultants to undertake this work, and a grant application has been submitted.

Stage Four (subject to future funding) would involve developing a Community Awareness Guide and other engagement materials to enable local government and the community to have a greater understanding of possible flood risks in the future and enable greater disaster resilience.

Where NDRP funding is not available for future stages of the project, alternative funding will be sought by the EMRC and Department of Water. EMRC member councils, other local governments along the Swan River and relevant stakeholder agencies will be invited to contribute to the cost of the proposed projects, with grant funding being sought to make up any shortfall.

2. **Acknowledgements**

Include any personnel / organisations you believe were integral to this project.

EMRC would like to acknowledge the Federal Attorney General's Department for providing the funding for this project under the Commonwealth Government's Natural Disaster Resilience Program, managed by the Western Australian State Emergency Management Committee.

EMRC would like to acknowledge the Department of Water, a major funding partner, for collaborating on the project. The staff, in particular Mr Simon Rodgers, Supervising Engineer, Floodplain Management, and Mr. Damon Grace, Surface Water Engineer, provided invaluable subject matter expertise and support to the EMRC throughout the life of the project.

The EMRC would like to acknowledge the assistance of our participating councils, the Cities of Belmont, Bayswater and Swan, particularly the commitment by senior management and Councillors to the project. The EMRC would also like to acknowledge the staff at the Rivers and Estuaries Division, Department of Parks and Wildlife for their ongoing support of the project.

EMRC appreciates the invaluable work undertaken by the consultants, HARC, particularly Mr David Stephens and Mr Peter Hill, and the technical peer reviewer, Associate Professor Rory Nathan from UoM Commercial, the commercial arm of the University of Melbourne.

Attach any evidence of media / promotional activities.

Media and publicity activities included media releases and newsletter articles giving detail of the project's progression. These activities were aimed at all levels of stakeholders, from participating councils and EMRC staff through to external parties and members of the public interested in the flood study.

Articles published (Attachment F: Newsletter Articles) included:

- EMRC Newsletter - Understanding and Managing Flood Risk in Perth's Eastern Region – March 2015
- WALGA Eco News - Understanding and Managing Flood Risk in Perth's Eastern Region – June 2015
- EMRC Newsletter – Understanding and Managing Flood Risk in Perth's Eastern Region – June 2016

The Department of Water presented information on the project at the Swan Local Emergency Management Committee meeting on the 3 September 2015 and at the final project presentation on the 31 March 2016. The consultants engaged to do the catchment hydrology assessment provided an initial presentation on 18 September 2015 and also presented the findings to interested stakeholders at the final project presentation on the 31 March 2016.

The EMRC corporate website was updated on a regular basis with information relating to the project's progression. <http://www.emrc.org.au/understanding-and-managing-flood-risk.html>

The EMRC provided quarterly updates to the participating member councils and other stakeholders.

Are there any future opportunities for promotion?

There may be future opportunities to promote the project at Local Emergency Management Committee meetings. Engineers Australia may be interested in a technical presentation on the catchment hydrology methodology and findings. The EMRC's website will continue to provide information regarding the project.

As the project findings will be used in later stages of the project, promotion of Stage One and the associated funding will be ongoing.



2.3 RESEARCH ADVISORY PAPER TO GUIDE THE REGIONAL INTEGRATED TRANSPORT STRATEGY 2017-2021 DEVELOPMENT

REFERENCE: D2016/15936 (CEOAC) – D2016/16561

PURPOSE OF REPORT

The purpose of this report is to provide member Councils with details of the Regional Integrated Transport Research Advisory Paper.

KEY ISSUE(S)

- The Regional Integrated Transport Research Advisory Paper is intended to assist the development of the Regional Integrated Transport Strategy 2017 – 2021 and identify priorities, projects and content relevant to Perth's Eastern Region.

SOURCE OF REPORT

Director Regional Services

BACKGROUND

The EMRC first developed a Regional Integrated Transport Strategy in 2007 and the latest version (2014-2016) is nearing its end. As a result of EMRC's Regional Integrated Transport Strategies, a variety of action plans and research activities have been developed including, the Regional Cycle Network Master Plan, the Walkability Audit Tool, the Transport Corridor Scoping Study, the Rapid Transport Corridor Scoping Study and the Regional Road Safety Plan. In consultation with the Regional Integrated Transport Strategy Implementation Advisory Group, the new Regional Integrated Transport Strategy 2017-2021 is being developed to help inform EMRC's projects and activities for the next five years.

REPORT

The EMRC's Regional Services Directorate delivers regionally focused projects to member Councils in the areas of environment and sustainability, economic development (including digital and event related programs), transport and advocacy. The programs/projects are delivered under the guidance of key strategies and have varied in response to the needs of member Councils and emerging regional issues.

In preparation for development of the new Regional Integrated Transport Strategy 2017-2021, the EMRC undertook research and consultation necessary to inform the strategy including the region's strengths, opportunities, potential barriers and possible focus areas best served by a regional approach.

The *Regional Integrated Transport Research Advisory Paper* included an analysis of existing and future transport systems, identified potential needs, priorities and aspirations for the region and identified recommendations for further investigation. Consultation was undertaken with member Councils, the Regional Integrated Transport Strategy Implementation Advisory Group (RITS IAG), the Regional TravelSmart Working Group, the Economic Development Officers Group and other key stakeholders during the development of the Advisory Paper.

The Paper considers the role of the EMRC in delivering integrated transport at a regional level, presents the research to guide future initiatives and provides information and recommendations that:

- Outlines planned transport investment in the region;
- Reflects of the needs, priorities and aspirations of the region and describes future transport trends;
- Identifies regional transport constraints;
- Identifies priorities for investment;



Item 2.3 continued

- Identifies major gaps for each transport mode;
- Describes potential conflicts between neighbouring LGA's; and
- Identifies and discusses critical aspects of transport provision at a Regional level and recommends areas for further investigation.

Through this approach, this has helped identify the regional-scale opportunities and key areas of focus help develop an overarching framework that will help compliment local plans and reduce any conflicts across LGA boundaries.

The RITS IAG members have been provided with a copy of the *Regional Integrated Transport Research Advisory Paper*.

A full copy of the Advisory Paper is available from the EMRC (Ref: D2016/08615), if required.

STRATEGIC/POLICY IMPLICATIONS

The research papers align with the *EMRC 2022 10 - Year Strategic Plan*:

Key Result Area 3 – Economic Development

- 3.1 To facilitate increased investment in regional infrastructure
- 3.2 To facilitate regional economic development activities

Key Result Area 4 – Good Governance

- 4.1 To provide advice and advocacy on issues affecting Perth's Eastern Region

FINANCIAL IMPLICATIONS

The research costs were included in the EMRC's 2015/2016 approved operating budget.

SUSTAINABILITY IMPLICATIONS

The Regional Development business unit operates to pursue economic and social growth outcomes for Perth's Eastern Region. In pursuit of these objectives, environmental considerations are also integrated wherever possible in all projects undertaken by the unit.

MEMBER COUNCIL IMPLICATIONS

Member Council

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

Implication Details

The research paper will inform the Regional Integrated Transport Strategy 2017-2021 which will guide project delivery to member Councils.

ATTACHMENT(S)

Nil



2.4 REGIONAL YOUTH RESEARCH ADVISORY PAPER

REFERENCE: D2016/15938 (CEOAC) – D2016/16562

PURPOSE OF REPORT

The purpose of this report is to provide member Councils with details of the Regional Youth Research Advisory Paper.

KEY ISSUE(S)

- The Regional Youth Research Advisory Paper is intended to identify youth priorities, projects and content relevant to Perth's Eastern Region that can be incorporated into the Regional Environment Strategy 2016-2020, Regional Integrated Transport Strategy 2017-2021, and Regional Economic Development Strategy 2017-2021.

SOURCE OF REPORT

Director Regional Services

BACKGROUND

Council, at its meeting of 21 June 2012 considered a regional youth and education discussion paper related to undertaking a stakeholder workshop to identify themes and gaps in youth services activities in the region. It was proposed that the information gathered at the workshop would establish the level of support for regional projects that would complement the direction already outlined in the Regional Economic Development Strategy, the Regional Environment Strategy and Regional Advocacy Strategy.

After deliberation at the June 2012 meeting, Council resolved:

THAT:

1. *COUNCIL NOTES THAT THE DEVELOPMENT OF REGIONAL YOUTH AND EDUCATION STRATEGY HAS NOT BEEN SUPPORTED BY MEMBER COUNCILS.*
2. *COUNCIL NOTES THAT A WORKSHOP WILL BE UNDERTAKEN TO IDENTIFY AND PRIORITISE RELEVANT REGIONAL YOUTH PROJECTS FOR INCORPORATION INTO EXISTING EMRC STRATEGIES IN PARTNERSHIP WITH MEMBER COUNCILS AND KEY STAKEHOLDERS.*
3. *COUNCIL APPROVES THAT AGREED YOUTH PROJECTS THAT COMPLEMENT THE DIRECTION, PROJECTS AND INITIATIVES OUTLINED IN THE REGIONAL ECONOMIC DEVELOPMENT STRATEGY, THE REGIONAL ENVIRONMENT STRATEGY AND REGIONAL ADVOCACY STRATEGY BE SCOPED AND DEVELOPED FOR CONSIDERATION BY THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE.*

REPORT

The EMRC's Regional Services Directorate continues to deliver regionally focused projects to member Councils in the areas of environment and sustainability, economic development (including digital and event related programs), transport and advocacy. The programs/projects are delivered under the guidance of key strategies and have varied in response to the needs of member Councils and emerging regional issues.

In developing the new EMRC strategies, the EMRC undertook research and consultation with member Councils to incorporate youth priorities into the existing strategies including the region's strengths, opportunities, potential barriers and possible focus areas best served by a regional approach.



Item 2.4 continued

The *Regional Youth Advisory Paper* explored the local, state and federal youth policy context, identified regional youth opportunities, weaknesses and funding opportunities and presented the findings from the Youth Officer consultation. Consultation was undertaken with member Councils' relevant youth and community development officers. The paper considered the role of the EMRC in delivering youth-related projects at a regional level and presented the research to guide future initiatives.

In brief, the paper details the policy and demographic context of youth in federal, state and local policy and identifies areas of potential project opportunity in the region to address the identified issues and describes these in detail. These include:

Environmental opportunities:

- Environmental education delivered in partnerships with schools;
- Development of a regional environmental arts events; and
- Ecofriendly transport e.g. walk to school/work projects.

Economic opportunities:

- Increase educational attainment rates;
- Increase university qualifications; and
- Increase youth enterprise.

Transport opportunities:

- Alternative or additional bus routes;
- Development of alternative transport such as car-pooling, bicycle networks, and innovative bus models; and
- Addressing safety concerns.

The paper also identifies issues in the region that include:

- **Cultural diversity** - Increasing diversity of young people in the City of Belmont and pockets of the City of Swan as new migrants move to these areas in search of affordable housing. There is also a decrease in resources for traditional land owners.
- **Change in government focus** – As Federal and State governments move away from providing youth services/funding, increased responsibility being placed on the not for profit sector and local government, without corresponding resource. Concern that there is increasing service need but decreasing service delivery. Traditionally, local government youth services have been about community development, but now there is a need to move towards service delivery.
- **Advocacy** – The national youth peak, the Australian Youth Affairs Council has now been defunded and there is concern as to who will play this role.

Member Council Youth Officers and the Economic Development Officers Group members have been provided with a copy of the Research Advisory Paper.

A full copy of the Advisory Paper is available from the EMRC (Ref: D2016/15940).



Item 2.4 continued

STRATEGIC/POLICY IMPLICATIONS

The research papers align with the *EMRC 2022 10 - Year Strategic Plan*:

Key Result Area 3 – Economic Development

- 3.1 To facilitate increased investment in regional infrastructure
- 3.2 To facilitate regional economic development activities

Key Result Area 4 – Good Governance

- 4.1 To provide advice and advocacy on issues affecting Perth's Eastern Region

FINANCIAL IMPLICATIONS

The research costs were included in the EMRC's 2015/2016 approved operating budget.

SUSTAINABILITY IMPLICATIONS

The Regional Development business unit operates to pursue economic and social growth outcomes for Perth's Eastern Region. In pursuit of these objectives, environmental considerations are also integrated wherever possible in all projects undertaken by the unit.

MEMBER COUNCIL IMPLICATIONS

Member Council

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

Implication Details

The research paper will inform the relevant strategies, which will guide project delivery to member Councils.

ATTACHMENT

Nil



15 REPORTS OF COMMITTEES

15.1 CHIEF EXECUTIVE OFFICERS PERFORMANCE REVIEW COMMITTEE MEETING HELD 29 SEPTEMBER 2016

(REFER TO MINUTES OF COMMITTEE – BLUE PAGES)

REFERENCE: D2016/11601 (CEOPRC) - D2016/14751

The minutes of the Chief Executive Officers Advisory Committee meeting held on **29 September 2016** accompany and form part of this agenda – (refer to mauve section of 'Minutes of Committees' for Council accompanying this Agenda).

QUESTIONS

The Chairman invited general questions from members on the minutes of the Chief Executive Officers Advisory Committee. Any questions relating to the confidential report will be dealt with under section 19.1 of the agenda "Confidential Items."

RECOMMENDATION(S)

That Council notes the minutes of the Chief Executive Officer Performance Review Committee meeting held 29 September 2016.

COUNCIL RESOLUTION(S)

MOVED CR BRIDGES

SECONDED CR DAW

THAT COUNCIL NOTES THE MINUTES OF THE CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW COMMITTEE MEETING HELD 29 SEPTEMBER 2016.

CARRIED UNANIMOUSLY

CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW COMMITTEE (CEOPRC)**MINUTES****29 September 2016****(Ref: D2016/11601 (CEOPRC) – D2016/14751)**

A meeting of the Chief Executive Officer Performance Review Committee was held at the EMRC Administration Office, 1st Floor, 226 Great Eastern Highway, BELMONT WA 6104 on **29 September 2016**. The meeting commenced at **5:34pm**.

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1 DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS

The Chairman opened the meeting at 5:34pm and welcomed Mr John Phillips from John Phillips Consulting to the meeting.

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

Committee Members

Cr Janet Powell (Chairman)	EMRC Member	City of Belmont
Cr Michael Lewis (Deputy Chairman)	EMRC Member	Town of Bassendean
Cr Dylan O'Connor	EMRC Member	Shire of Kalamunda
Cr John Daw (from 5:35pm)	EMRC Member	Shire of Mundaring
Cr David Färdig	EMRC Member	City of Swan

Visitor(s)

Mr John Phillips	John Phillips Consulting
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EMRC Officers

Mr Peter Schneider	Chief Executive Officer
Mrs Prapti Mehta	Manager Human Resources

3 DISCLOSURE OF INTERESTS

At the invitation of the Chairman, the Chief Executive Officer advised the following disclosures of interest.

3.1 PRAPTI MEHTA – MANAGER HUMAN RESOURCES – INTERESTS AFFECTING IMPARTIALITY

Item:	14.1
Subject:	Confidential Item 14.1 - Chief Executive Officer Performance and Salary Review for 2015/2016 and Objective Setting for 2016/2017
Nature of Interest:	Disclosure of Interests Affecting Impartiality, EMRC Code of Conduct 2.3. Due to reporting relationship to the CEO

3.2 PETER B. SCHNEIDER – CHIEF EXECUTIVE OFFICER – INTERESTS AFFECTING IMPARTIALITY

Item:	14.1
Subject:	Confidential Item 14.1 - Chief Executive Officer Performance and Salary Review for 2015/2016 and Objective Setting for 2016/2017
Nature of Interest:	Disclosure of Interests Affecting Impartiality, EMRC Code of Conduct 2.3. Subject matter of the Report directly applies to the Chief Executive Officer

3.3 PETER B. SCHNEIDER – CHIEF EXECUTIVE OFFICER – FINANCIAL INTEREST

Item:	14.1
Subject:	Confidential Item 14.1 - Chief Executive Officer Performance and Salary Review for 2015/2016 and Objective Setting for 2016/2017
Nature of Interest:	Disclosure of Financial Interest, Sections 5.60B, 5.65, 5.70 and 5.71 of the <i>Local Government Act 1995</i> . Subject matter of the Report directly applies to the Chief Executive Officer

4 ANNOUNCEMENTS BY THE CHAIRMAN OR PRESIDING MEMBER WITHOUT DISCUSSION

Nil



5 PETITIONS, DEPUTATIONS AND PRESENTATIONS

Nil

6 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

6.1 MINUTES OF THE CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW COMMITTEE MEETING HELD 28 JULY 2016

That the minutes of the Chief Executive Officer Performance Review Committee meeting held on **28 July 2016** which have been distributed, be confirmed.

CEOPRC RESOLUTION(S)

MOVED CR LEWIS

SECONDED CR O'CONNOR

THAT THE MINUTES OF THE CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW COMMITTEE MEETING HELD ON 28 JULY 2016 WHICH HAVE BEEN DISTRIBUTED, BE CONFIRMED.

CARRIED UNANIMOUSLY

7 QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN

Nil

8 QUESTIONS BY MEMBERS WITHOUT NOTICE

Nil

9 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 report item is covered in section 14 of this agenda.

9.1 CHIEF EXECUTIVE OFFICER PERFORMANCE AND SALARY REVIEW FOR 2015/2016 AND OBJECTIVE SETTING FOR 2016/2017



10 BUSINESS NOT DEALT WITH FROM A PREVIOUS MEETING

Nil

11 REPORTS OF EMPLOYEES

Nil

12 REPORTS OF DELEGATES

Nil

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

Nil

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

RECOMMENDATION (Closing meeting to the public)

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

CEOPRC RESOLUTION

MOVED CR LEWIS

SECONDED CR O'CONNOR

THAT WITH THE EXCEPTION OF THE CHIEF EXECUTIVE OFFICER, MANAGER HUMAN RESOURCES AND MR JOHN PHILLIPS, THE MEETING BE CLOSED TO MEMBERS OF THE PUBLIC IN ACCORDANCE WITH SECTION 5.23 (2)(A), (B), (C) AND (E) OF THE *LOCAL GOVERNMENT ACT 1995* FOR THE PURPOSE OF DEALING WITH MATTERS OF A CONFIDENTIAL NATURE.

CARRIED UNANIMOUSLY

The meeting was closed to the public at 5:37pm.

14.1 CHIEF EXECUTIVE OFFICER PERFORMANCE AND SALARY REVIEW FOR 2016/2017 AND OBJECTIVE SETTING FOR 2016/2017

REFERENCE: D2016/11599

This item is recommended to be confidential because it contains matters affecting an employee and is to be treated as confidential in accordance with EMRC Policy 4.1 – Chief Executive Officer Appointment, Performance Assessment and Review Policy.

The Chief Executive Officer departed the meeting at 5:40pm.

Cr Lewis left the meeting at 5:45pm and re-entered the meeting at 5:48pm.

The Committee considered the 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.

CEOPRC RESOLUTION

MOVED CR LEWIS

SECONDED CR O'CONNOR

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.

CARRIED UNANIMOUSLY

The meeting was reopened to the public at 6:20pm and the Chief Executive Officer re-entered the meeting room.

Recording of the recommendations passed behind closed doors, namely:

14.1 CHIEF EXECUTIVE OFFICER PERFORMANCE AND SALARY REVIEW FOR 2015/2016 AND OBJECTIVE SETTING FOR 2016/2017

REFERENCE: D2016/11599

CEOPRC RESOLUTION(S)

MOVED CR FÄRDIG

SECONDED CR O'CONNOR

THAT:

1. COUNCIL ASSESSES THE CHIEF EXECUTIVE OFFICER'S PERFORMANCE FOR THE PERIOD 1 JULY 2015 TO 30 JUNE 2016 AS SATISFACTORY.
2. COUNCIL ADOPTS THE PERFORMANCE CRITERIA OUTLINED WITHIN THE REPORT FOR 2016/2017
3. COUNCIL CONSIDERS RECOMMENDATIONS MADE BY THE SALARIES AND ALLOWANCES TRIBUNAL IN RELATION TO THE REVIEW OF THE CHIEF EXECUTIVE OFFICER'S REMUNERATION, AND APPROVES 1.5% INCREASE TO BE MADE TO THE CHIEF EXECUTIVE OFFICER'S REMUNERATION EFFECTIVE 1 JULY 2016.
4. THE REPORT AND ATTACHMENTS REMAIN CONFIDENTIAL AND BE CERTIFIED BY THE CHAIRMAN AND CEO.

CARRIED UNANIMOUSLY

15 FUTURE MEETINGS OF THE CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW COMMITTEE

The next meeting of the CEOPRC will be held on a date and at a venue to be advised.

16 DECLARATION OF CLOSURE OF MEETING

There being no further business the meeting was closed at 6:23pm.



**15.2 CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE MEETING HELD 15 NOVEMBER 2016
(REFER TO MINUTES OF COMMITTEE – MAUVE PAGES)
REFERENCE: D2016/14620 (CEOAC) – D2016/16925**

The minutes of the Chief Executive Officers Advisory Committee meeting held on **15 November 2016** accompany and form part of this agenda – (refer to mauve section of 'Minutes of Committees' for Council accompanying this Agenda).

QUESTIONS

The Chairman invited general questions from members on the minutes of the Chief Executive Officers Advisory Committee.

RECOMMENDATION(S)

That with the exception of items, which are to be withdrawn and dealt with separately, Council adopts the recommendations in the Chief Executive Officers Advisory Committee report (Section 15.2).

COUNCIL RESOLUTION(S)

MOVED CR POWELL

SECONDED CR WOLFF

THAT COUNCIL ADOPTS THE RECOMMENDATIONS IN THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE REPORTS (SECTION 15.2).

CARRIED UNANIMOUSLY

CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE

MINUTES

15 November 2016

(REF: D2016/14620 (CEOAC) – D2016/16925)

A meeting of the Chief Executive Officers Advisory Committee was held at the EMRC Administration Office, 1st Floor, 226 Great Eastern Highway, BELMONT WA 6104 on **Tuesday, 15 November 2016**. The meeting commenced at **12:30pm**.

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17	DECLARATION OF CLOSURE OF MEETING	101



1 DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS

The Chairman opened the meeting at 12:30pm.

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

Committee Members

Mr Stuart Cole (Chairman)	Chief Executive Officer	City of Belmont
Ms Rhonda Hardy (Deputy Chairman)	Chief Executive Officer	Shire of Kalamunda
Mr Bob Jarvis	Chief Executive Officer	Town of Bassendean
Ms Carissa Bywater	Acting Chief Executive Officer	City of Bayswater
Mr Jonathan Throssell	Chief Executive Officer	Shire of Mundaring
Mr Peter Schneider	Chief Executive Officer	EMRC

Apologies

Mr Mike Foley	Chief Executive Officer	City of Swan
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EMRC Officers

Mrs Wendy Harris	Director Regional Services
Ms Giulia Bono	Administration Officer Waste Services (Minutes)

3 DISCLOSURE OF INTERESTS

Nil

4 ANNOUNCEMENTS BY THE CHAIRMAN OR PRESIDING MEMBER WITHOUT DISCUSSION

Nil

5 PETITIONS, DEPUTATIONS AND PRESENTATIONS

Nil

6 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

6.1 MINUTES OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE MEETING HELD ON 7 JUNE 2016

That the minutes of the Chief Executive Officers Advisory Committee meeting held on 7 June 2016, which have been distributed, be confirmed.

CEOAC RESOLUTION(S)

MOVED MR THROSSELL SECONDED MR JARVIS

THAT THE MINUTES OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE MEETING HELD ON 7 JUNE 2016 WHICH HAVE BEEN DISTRIBUTED, BE CONFIRMED.

CARRIED UNANIMOUSLY



7 QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN

Nil

8 QUESTIONS BY MEMBERS WITHOUT NOTICE

Nil

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

Nil

10 BUSINESS NOT DEALT WITH FROM A PREVIOUS MEETING

Nil



11 REPORTS OF EMPLOYEES

11.1 REGIONAL ADVOCACY STRATEGY 2016 - 2020

REFERENCE: D2016/15511 (CEOAC) – D2016/17156

PURPOSE OF REPORT

The purpose of this report is to seek Council approval of the EMRC's Regional Advocacy Strategy 2016-2020 to guide regional advocacy activities during this period.

KEY ISSUES AND RECOMMENDATION(S)

- The EMRC has undertaken a program of regional advocacy since 2008.
- Throughout 2016 new strategies are being developed in consultation with member Councils for the Regional Services Directorate including the Regional Advocacy Strategy, Regional Economic Development Strategy, Regional Transport Strategy and Regional Environment Strategy.
- The previous Regional Advocacy Strategy 2013-2016 outlined the key components to be utilised to develop advocacy campaigns.
- The Regional Advocacy Strategy 2016-2020 builds on the work of the previous strategy and reviews key priority areas to provide currency for future activities.
- The three key result areas are:
 - Environmental sustainability;
 - Economic development; and
 - Good governance.
- Advocacy actions for 2016/2017 were approved by Council at the 23 June 2016 council meeting and future years advocacy actions will continue to be developed on an annual basis.

Recommendation(s)

That Council approves the Regional Advocacy Strategy 2016-2020, forming the attachment to this report.

SOURCE OF REPORT

Director Regional Services

BACKGROUND

At its meeting held 3 December 2009, Council adopted a Regional Advocacy Strategy (RAS) 2010-2013 (Ref: Committees-10257) to provide an overarching framework from which advocacy would be guided.

At its meeting held on 23 May 2013, Council adopted a revised Regional Advocacy Strategy (RAS) 2013-2016 (Ref: DMDOC/176755). The RAS 2013-2016 outlined the key components to be utilised to develop advocacy campaigns across the priority areas.

At its 20 March 2014 meeting, Council approved a delegation to Canberra in August to raise awareness of Perth's Eastern Region and discuss key strategic issues (Ref: D2014/02932). Meetings were held with 12 federal members where discussions on waste, environment, regional development and transport occurred. A report outlining the discussion and actions arising from the delegation was presented to Council on 23 October 2014 (Ref: D2014/12118).

An advocacy report was endorsed by Council at its 23 June 2016 meeting outlining the key achievements for 2015/2016 and the proposed advocacy priorities for 2016/2017 (Ref: D2016/08027).



Item 11.1 continued

REPORT

The Regional Advocacy Strategy 2016-2020 (attached) builds on the work of the previous strategy and key priority areas to provide currency for future activities.

The 2016/2020 priority areas for Perth's Eastern Region are:

- Regional waste management
 - Waste reduction and resource recovery;
 - Environmentally sustainable solutions; and
 - Capacity for the future.
- Regional environmental management
 - Swan and Helena Rivers;
 - Natural resource management; and
 - Climate change.
- Regional economic development
 - Business growth, investment and innovation;
 - Infrastructure to support strategic centres and population growth; and
 - Maximise infrastructure benefits.
- Regional integrated transport
 - Increase and maximise benefits of infrastructure and services;
 - Behaviour change; and
 - Safety.

Key stakeholders expected to be involved in the implementation of the Regional Advocacy Strategy include:

- member councils, other local governments, state and federal governments and their agencies;
- members of parliament representing Perth's Eastern Region;
- business / commerce;
- industry;
- not-for-profit sector; and
- the community.

Key methods of achieving advocacy outcomes include:

- seeking regional funding;
- engaging with all levels of government, organisations and regional stakeholders;
- preparing submissions and awards;
- cross regional collaboration;
- attendance at meetings and forums;
- developing key partnerships; and
- undertaking high level research.

Advancing advocacy priorities will enhance outcomes for stakeholders and enable the EMRC to fulfil its potential in the areas of waste management, environmental management, economic development and transport. Advocacy actions are monitored, reviewed and updated by Council on an annual basis.

Key advocacy actions are developed and presented to council on an annual basis, having regard for feedback provided from the various groups including the Chief Executive Officers Advisory Committee, Regional Integrated Transport Strategy Implementation Advisory Group, Economic Development Officers Group, Regional Environmental Advisory Group, Technical Advisory Committee and Resource Recovery Committee.



Item 11.1 continued

The advocacy framework is flexible enough to respond to emerging issues and opportunities for Perth's Eastern Region whilst providing an agreed agenda for targeted issues facing the Region.

To ensure the currency and relevance of regional advocacy issues, an annual review of the Regional Advocacy Strategy will be undertaken and the results of this, together with revised actions for each year, will be provided to Council.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 1 – Environmental Sustainability

- 1.5 To contribute towards improved regional air, water and land quality and regional biodiversity conservation
- 1.6 To address climate change issues within the region

Key Result Area 3 – Economic Development

- 3.1 To facilitate increased investment in regional infrastructure

Key Result Area 4 – Good Governance

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


FINANCIAL IMPLICATIONS

The financial cost of advocacy activities is provided for in each annual budget.

SUSTAINABILITY IMPLICATIONS

The future sustainability of Perth's Eastern Region will be largely dependent on the strength and ability of the Region to pool its resources to compete for and attract government and private sector funding into the Region.

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean City of Bayswater City of Belmont Shire of Kalamunda Shire of Mundaring City of Swan	 <p>Member Councils continued support of a regional approach to advocacy and continued endorsement of the EMRC as the peak advocacy body when dealing with strategic issues for Perth's Eastern Region.</p>

ATTACHMENT(S)

Regional Advocacy Strategy 2016-2020 (Ref: D2016/17157)



Item 11.1 continued

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That Council approves the Regional Advocacy Strategy 2016-2020 forming the attachment to this report.

Discussion ensued

The Director Regional Services provided an overview of the Regional Advisory Strategy and advised that the Advocacy Action List will continue to be prepared and presented to Council on an annual basis.

The CEOAC members commented on the quality of the strategy's presentation style and content and suggested it would be a useful advocacy tool.

An advocacy action pertaining to the Swan and Helena Rivers was amended to also include the State Government, in addition to the mention of the Federal Government, given the national significance of the rivers.

CEOAC RECOMMENDATION(S)

MOVED MR JARVIS

SECONDED MR THROSSELL

That Council approves the Regional Advocacy Strategy 2016-2020 forming the attachment to this report.

CARRIED UNANIMOUSLY

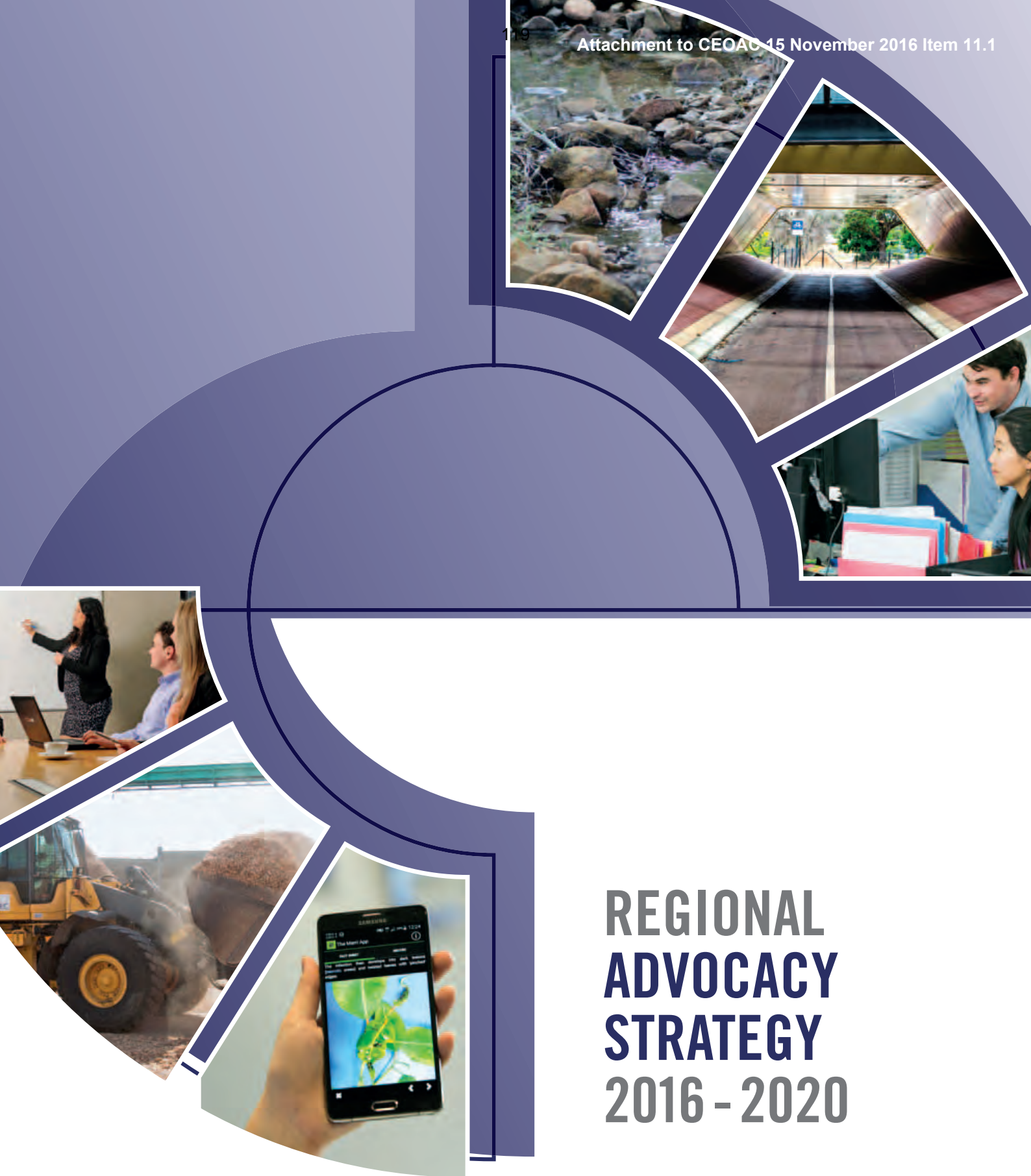
COUNCIL RESOLUTION(S)

MOVED CR POWELL

SECONDED CR WOLFF

THAT COUNCIL APPROVES THE REGIONAL ADVOCACY STRATEGY 2016-2020 FORMING THE ATTACHMENT TO THIS REPORT.

CARRIED UNANIMOUSLY



REGIONAL ADVOCACY STRATEGY 2016 - 2020



Advancing Perth's Eastern Region 



EMRC



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Together we're stronger

Together, we cover around one third of the metropolitan area. We're one of Western Australia's most vibrant and fastest growing regions and home to around 365,500 people from a diverse range of backgrounds.

Together, we have some of Perth's most significant natural assets, the Swan and Helena Rivers, the Perth Hills and the Swan and Bickley Valleys. We have natural areas that offer unique experiences and core attractions including national parks, reserves, trails and lakes.

Together, we're not just a part of the metropolitan area, with our heritage, cultural, tourism and arts attractions and thriving commerce and industry, we both complement and compete with the wider metropolitan area to be the region of choice, bordering both the Perth Central Business District (CBD) and the peri-urban fringes of Perth.

We're at the heart of Western Australia's transport links, with Perth's international and domestic airports, as well as major road and rail infrastructure connecting us to the outer regions of Western Australia, the eastern states and the world.

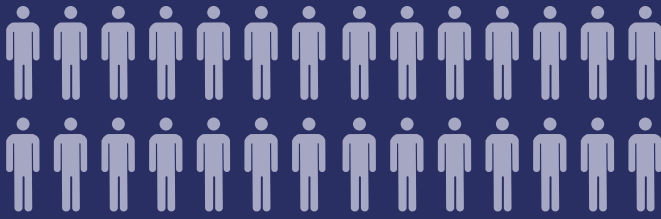
We're a region that aligns with the Australian Government's *Smart Cities Plan* for supporting productive, accessible, liveable cities that attract talent, encourage innovation and create jobs and growth. All of Perth's Eastern Region is within 6 to 35 kilometres (or 10 – 45 minutes) of the Perth CBD.

We're an economic, social and environmental force with the strength, drive and commitment to get things done for the benefit of the region and to support our local communities. We're home to a very diverse region of agriculture, industry, tourism and world-class wine districts, with small and large scale businesses co-existing and supporting each other.

So together, as Perth's Eastern Region, striving to achieve a shared vision for our communities, protecting our natural assets and encouraging robust investment and development goals, we're building a stronger future.



Population



365,500 People



Area

2,100
km²



from

6 km – 35 kms of
Perth CBD



Distance from CBD within

10 – 45 minutes 



6

Businesses

26,197



Iconic
Swan
River



Area of national parks
over

220 km²

1.1 Perth's Eastern Region

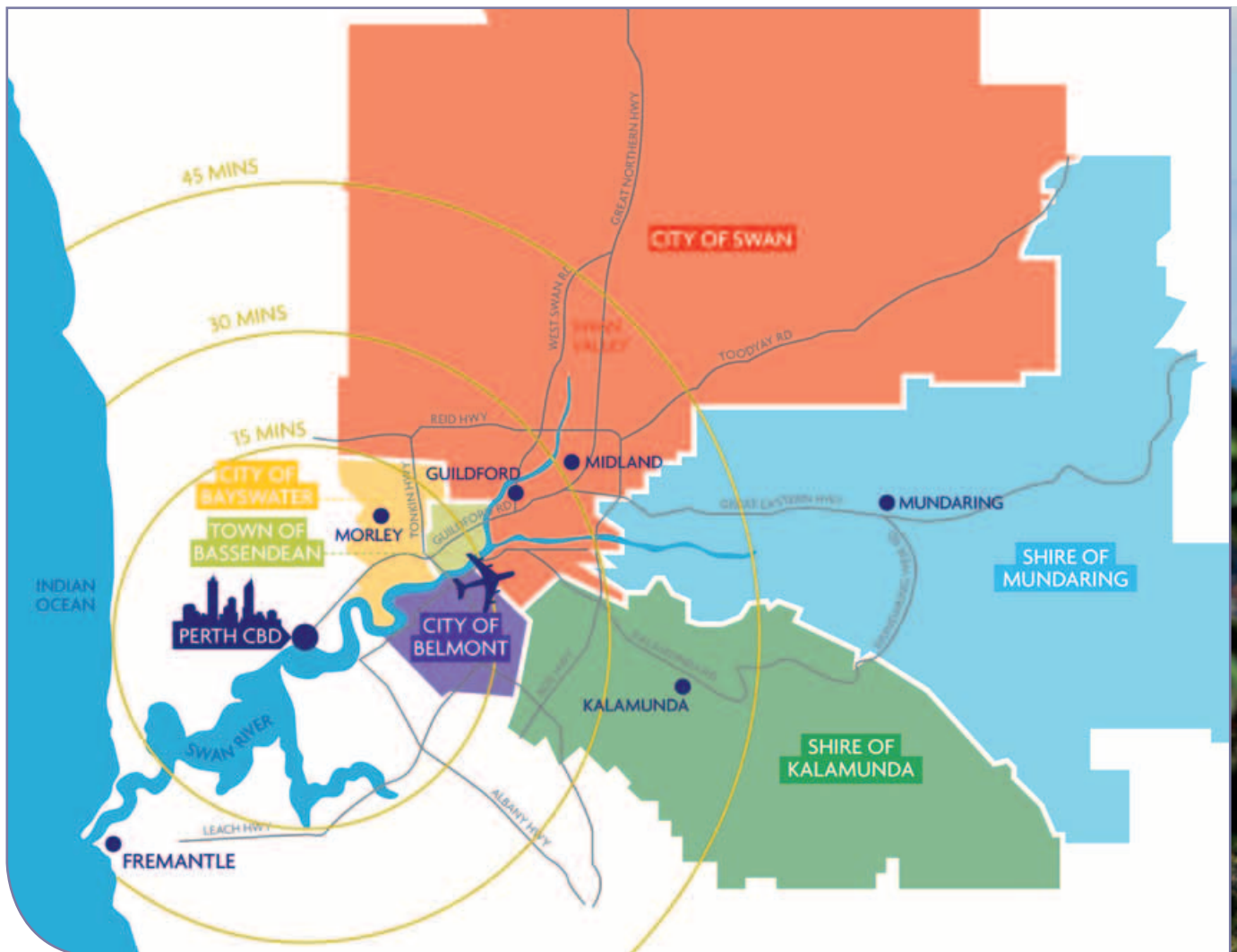
Perth's Eastern Region is an area of Perth defined by the boundaries of six local governments: Town of Bassendean, City of Bayswater, City of Belmont, Shire of Kalamunda, Shire of Mundaring and the City of Swan. The region constitutes around one-third of Perth's metropolitan area encompassing a land area of about 2,100 square kilometres and an estimated population of 365,500 people.

Perth's Eastern Region hosts Western Australia's major air, road and rail transport hub for movement of freight and passengers throughout Perth, intrastate, interstate and overseas. The region is considered the gateway to greater Perth, made possible by people entering the region from the domestic and international airports or from the highways to the north and east.

Perth's Eastern Region has undergone rapid expansion and growth with major capital investments including intermodal freight terminal development, major airport and road redevelopment and education and health services investment. Increasingly, our region is becoming home to large national and international companies seeking office and commercial accommodation within close proximity of the CBD, key stakeholders and major transport routes. The major industrial areas of Malaga, Kewdale, Hazelmere, Forrestfield, Bayswater, Ashfield and Bassendean play key roles in transport, storage, manufacturing and logistics servicing the state's construction and resource sectors.

In addition to the specialist and industrial centres, a number of key activity centres in the region are identified for growth in the state's key planning framework *Directions 2031 and Beyond*. Morley and Midland are both

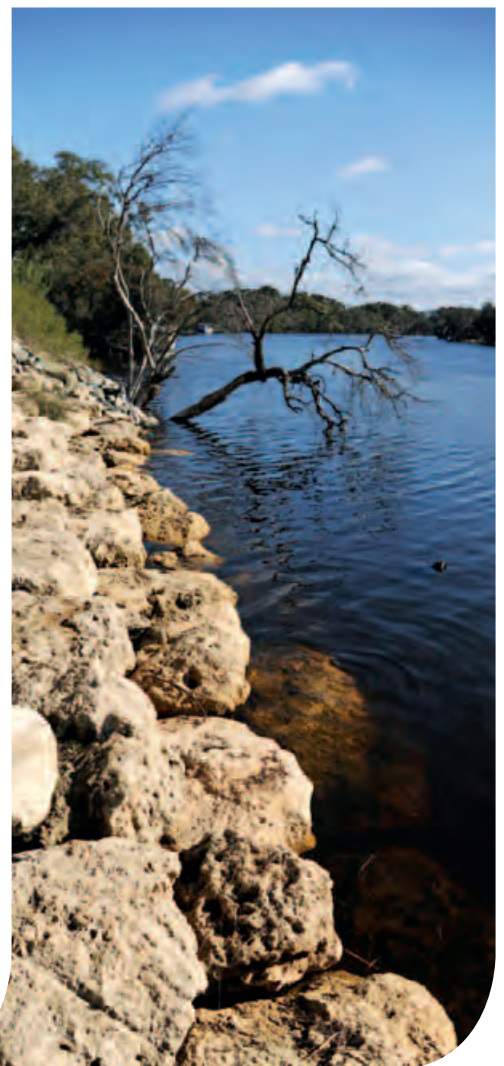
Map of Perth's Eastern Region



identified as Strategic Metropolitan Centres providing a mix of retail, office, community, entertainment, residential and employment activities. Morley represents the only Strategic Metropolitan Centre not connected by a rail network. Secondary centres identified are Belmont and Ellenbrook. These centres perform a key role in delivering a range of services to nearby communities and play a vital role for allocation of future infill population. Forrestfield, Kalamunda, Mundaring, Ashfield, Bassendean and Maylands have been identified as district centres that provide key local services, facilities and employment opportunities. The Perth Airport redevelopment, Midland Health Campus, Gateway WA and NorthLink WA in particular will provide new infrastructure to support future growth. The region's boundaries border both the Perth CBD and rural areas. Spanning inner urban areas to outer metropolitan and urban fringe developments, this is a growing vibrant region.

Perth's Eastern Region represents an attractive destination for visitors and provides a high quality of life for residents. The region is home to a number of core assets including: national parks; walking and cycling trails; numerous picturesque parks and reserves on the banks of the Swan River; an extensive range of heritage, culture and arts attractions including Guildford, which is one of the oldest settled areas in WA; the popular Swan Valley and boutique wineries in the Perth Hills. A range of community events and recreation facilities provide for community activity. Both the Swan Valley and Perth Hills have been identified as key attractors for the Greater Perth Metropolitan Area.

With a diverse regional economy, access to a skilled workforce and a range of leisure, lifestyle and living opportunities, Perth's Eastern Region is well positioned for continued growth and represents an attractive investment destination.



1.2 EMRC

The Eastern Metropolitan Regional Council (EMRC) is a progressive and innovative regional local government working on behalf of the six councils located in Perth's Eastern Region.

The EMRC is an incorporated body established under the *Western Australian Local Government Act 1995*. The EMRC's operations are governed by its Council under an Establishment Agreement. In brief, the Establishment Agreement states that the EMRC will:

- Work in consultation with member councils to facilitate local government to enhance its service delivery to the community;
- Be efficient and effective in delivering quality services and facilities;

- Promote and market the role of local government in the community;
- Implement a strategic plan that is regularly reviewed; and
- Avoid providing any service or facility that adversely impacts on the services or facilities of any member council.

In line with this brief, the EMRC provides a broad range of services across the region including waste management and education, resource recovery, environmental management and regional development. Working in partnership with our member council's and other stakeholders, the EMRC delivers local and regional scale projects across each of these areas for the benefit of the region.



OUR VISION

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



OUR VALUES

The values that govern the EMRC are:

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

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

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

RESPONSIVENESS – Dynamic and flexible service delivery.

INTEGRITY – Accountability and consistency in all that we do.



OUR MISSION

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

Working with our member councils, industry, government agencies and other stakeholders, the EMRC is a model of successful collaboration that delivers tangible benefits to the region. All projects and activities undertaken by the EMRC reflect the objectives within the *EMRC's 10 Year Strategic Plan 2017 to 2027*. The plan includes the Key Result Areas (KRA) of Environmental Sustainability, Economic Development and Good Governance. By working together

and collaborating to achieve shared benefits the region is stronger than ever.

The EMRC comprises of three Directorates: Waste Services, Regional Services and Corporate Services. For the purpose of this Advocacy Strategy the focus is on Waste Services and Regional Services, which comprises Environmental Services and Regional Development.

1.2.1 KRA 1 - Environmental Sustainability

The EMRC aims to deliver initiatives and activities to aid diversion of waste from landfill to more environmentally sustainable solutions, including composting of greenwaste, timber and mattress recycling and providing consulting advice on contaminated sites. The Resource Recovery Project in particular aims to develop and implement resource recovery solutions to maximise the social, environmental and economic benefits to Perth’s Eastern Region and minimise the amount of waste being directed to landfill. These activities are complemented by the development and implementation of waste education schemes and initiatives.

In addition to environmentally sustainable waste initiatives, the EMRC also aims to deliver a range of regional environmental services that support member councils to meet their responsibilities and their communities’ expectations. This includes: the aim to achieve sustainable and adaptive

environmental initiatives; to maintain and enhance the natural assets of the region; to contribute towards improved regional air, water and land quality and regional biodiversity conservation; and to address climate change.

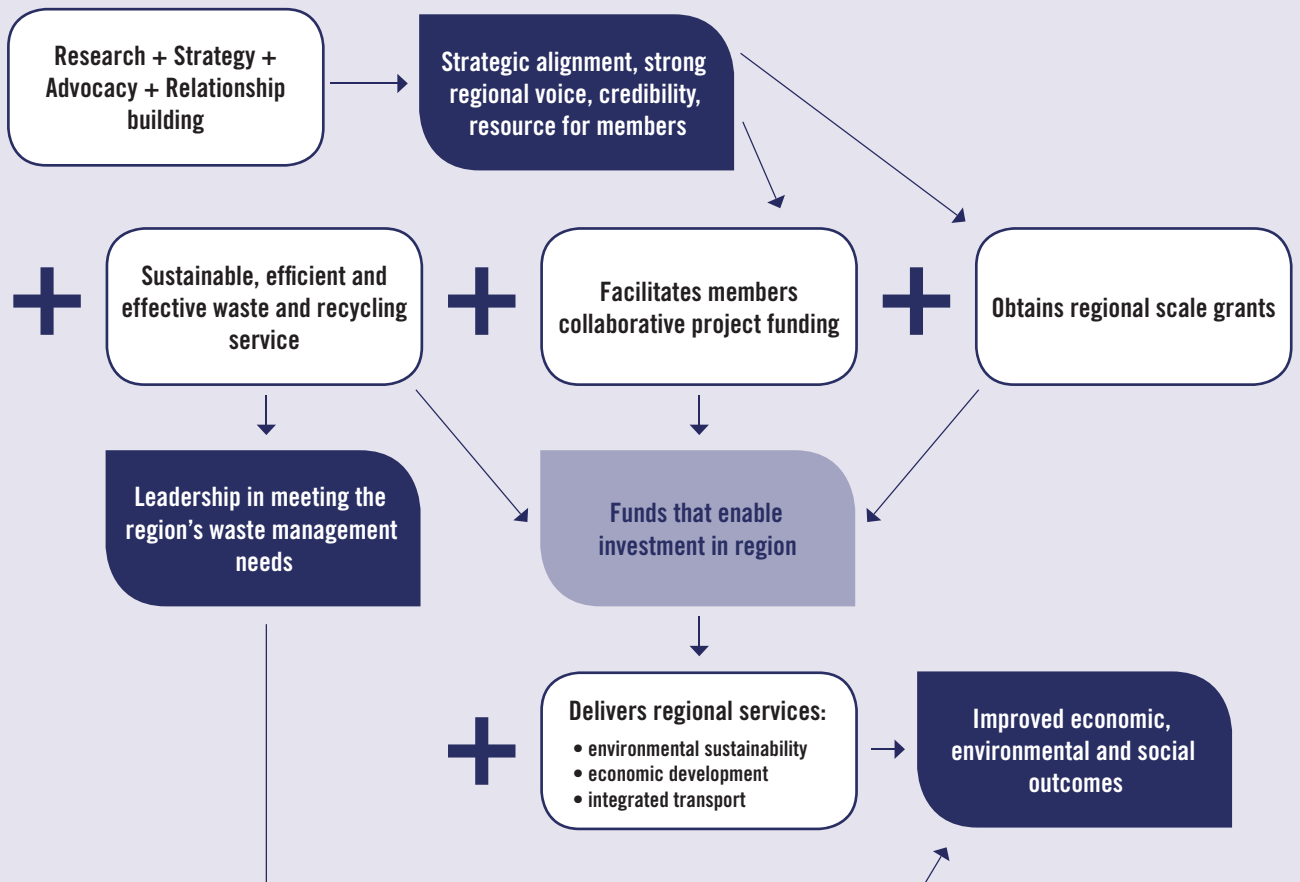
1.2.2 KRA 2 - Economic Development

The EMRC aims to facilitate and advocate for the sustainable economic and social development of the region, increase investment in infrastructure, transport, economic development activities and cultural and recreational activities.

1.2.3 KRA 3 - Good Governance

The EMRC aims to ensure that it is a responsive, progressive and responsible organisation that provides advice and advocacy on issues affecting Perth’s Eastern Region, manages partnerships and relationships with stakeholders and provides responsible and accountable governance and management of the EMRC.

EMRC’s Service Delivery Model





1.3 A collective voice on regional priorities

The ongoing sustainability and development of the region depends on the strength and ability of the region to pool its resources to compete for public and private investment, deal with community issues, capitalise on opportunities and influence outcomes. This can be achieved through education and awareness-raising or through directly influencing key decision-makers and key stakeholders for the purpose of achieving specific outcomes.

The EMRC works with member councils to provide a collective voice for the region and to be a conduit for collaboration and advocacy on issues of regional significance. In pursuing regional outcomes that benefit member councils, the EMRC initiates and develops relationships with individuals, organisations and state and federal governments. The aim of this approach is to assist the region to fulfil its potential by attracting and increasing investment and supporting activities that contribute to making Perth's Eastern Region a great place to live, work, play and do business. The EMRC strives to ensure that the partnerships formed within the region contribute to a collective vision where organisations know that together we're building a stronger future.

Member councils' nominated representatives on the EMRC Council make decisions on regional matters and, through their support of advocacy campaigns, validate the strength of a collective vision and a unified approach to achieving regional prosperity. Member council Mayors, Presidents and Councillors provide strength to the advocacy effort, particularly in relation to issues and outcomes that are important to their communities and to the region as a whole.

The EMRC undertakes advocacy activities for the region daily through its interactions with external stakeholders and across all levels of government. Key EMRC staff contribute to the region's advocacy efforts by representing the region at public events, on strategic committees and at forums; by

preparing responses on key strategic plans and policies; and by seeking regional grant funding that has relevance to Perth's Eastern Region.

Together, we have a collective voice speaking on behalf of the region. This voice:

- is focused on issues that are of regional significance that will create positive benefits and long term sustainability for Perth's Eastern Region;
- raises the profile of, and promotes, the opportunities offered in Perth's Eastern Region;
- is flexible to respond to emerging issues and opportunities that affect Perth's Eastern Region;
- engages and involves stakeholders and people from diverse backgrounds and interests within Perth's Eastern Region; and
- is conducted with integrity, accountability and respect.

Advancing the interests of Perth's Eastern Region through strategic and proactive representation and effective working relationships, in particular across all three tiers of government, is a key enabler for investment attraction and development in the region. Advocacy target audiences have the capacity to become engaged partners, working with the EMRC to achieve common goals. Primary target audiences are those with the formal authority to deliver the outcomes required. Secondary audiences are those who have the ability to influence outcomes.

The EMRC maintains:

- a cooperative and productive relationship with state and federal government Ministers and their departments, and members of parliament, particularly those representing Perth's Eastern Region;
- consistent and effective participation in relevant regional organisations and peak bodies for the purpose of influencing outcomes beneficial to Perth's Eastern Region;



The EMRC works with member councils to provide a collective voice for the region and to be a conduit for collaboration and advocacy on issues of regional significance.

- representation of the region's interests at key conferences, meetings, forums and on strategic committees;
- protocols for communication with different stakeholders and target groups; and
- involvement in external consultation processes, seeking out regional funding opportunities and providing written submissions, where relevant to Perth's Eastern Region.

The EMRC's regional areas of priority are consistent with delivering on the core function of working on behalf of our member councils and making the region stronger. Influencing the outcomes for these areas is achieved through targeting a range of primary and secondary audiences including funding partners, policy makers and key community leaders.

The priority areas for Perth's Eastern Region are:

- Regional waste management:
 - Waste reduction and resource recovery.
 - Environmentally sustainable solutions.
 - Capacity for the future.
- Regional environmental management:
 - Swan and Helena Rivers.
 - Natural resource management.
 - Climate change.
- Regional economic development:
 - Business growth, investment and innovation.
 - Infrastructure to support strategic centres and population growth.
 - Maximise infrastructure benefits.
- Regional integrated transport:
 - Increase and maximise benefits of infrastructure and services.
 - Behaviour change.
 - Safety.

Advancing advocacy priorities will achieve outcomes for stakeholders and enable the EMRC to fulfil its potential in the areas of waste management, environmental management, economic development and transport. Advocacy actions are monitored, reviewed and updated by the EMRC Council on an annual basis.

Other key EMRC strategies that underpin the *Regional Advocacy Strategy 2016–2020* include:

- Regional Environment Strategy.
- Regional Economic Development Strategy.
- Regional Integrated Transport Strategy.
- Waste Education Strategy.

Key advocacy stakeholders expected to be involved in the implementation of the *Regional Advocacy Strategy 2016–2020* include:

- member councils, other local governments, state and federal governments and their agencies;
- members of parliament representing Perth's Eastern Region;
- business / commerce;
- industry;
- not-for-profit sector; and
- the community.

Key methods of achieving advocacy outcomes include:

- seeking regional funding;
- engaging with all levels of government, organisations and regional stakeholders;
- preparing submissions and awards;
- cross regional collaboration;
- attendance at meetings and forums;
- developing key partnerships; and
- undertaking high level research.

Together for sustainable waste management

Resource re-use and recovery, education to reduce waste and development of recycling technology are vital to ensuring environmentally sustainable and cost-effective waste management solutions for the region into the future. The EMRC is committed to long term planning for effective waste management to cater for the needs of a growing population and will continue to research and advocate for appropriate waste management solutions.

2.1 Waste management context

Local governments have traditionally had responsibility for waste management within their local areas as laid down by the regulatory framework of each state. The EMRC's member councils recognised that by working together waste management solutions could be achieved effectively through a centralised organisation. The EMRC has been an integral element of waste management services within Perth's Eastern Region for over 30 years.

The EMRC has a reputation for being a leader in waste management and has demonstrated expertise in management and coordination of household waste and contaminated wastes; resource recovery and recycling services; managing and operating a landfill site; delivering education and awareness programs; and providing and maintaining waste management infrastructure. The EMRC was the first regional council to:

- construct and operate a Class IV disposal cell;
- offer household hazardous waste management programs;
- capture landfill gas to generate power;
- establish an industrial timber recycling facility; and
- establish a mattress recycling program.

The Red Hill Waste Management Facility has a total area of 352 hectares and receives 250,000 – 300,000 tonnes of waste per annum. The facility has approved landfill disposal cells for Class I to IV wastes, transfer station and a compost manufacturing and soil blending facility. The facility's gas field and power station, owned and operated by Energy Developments Pty Limited, generates up to four megawatts of electricity from recovered landfill gas for export into the grid. Significant quantities of kerbside greenwaste and the City of Bayswater's mobile greenwaste bins are composted on site with the former meeting AS 4454 certification. The EMRC holds a Department of Environment Regulation licence for these activities and the facility is operated and managed in a manner that complies with the licence conditions. All non-recycled waste collected by member councils within Perth's Eastern Region is landfilled at the Red Hill Waste Management Facility.



The Red Hill Waste Management Facility comprises a total area of 352 hectares and receives 250,000 – 300,000 tonnes of waste per annum.

The EMRC's Hazelmere Resource Recovery Park is home to Western Australia's first mattress and timber waste recycling operations. The purpose of the park is to recover resources from some waste streams destined for the Red Hill Waste Management Facility, diverting waste from landfill and providing an opportunity to re-use materials. The park's operations will continue to expand to achieve a holistic resource recovery approach of best practice standard. The vision for the park is to be a hub of resource recovery activities, which will divert significant waste from landfill for re-use and recycling. The EMRC will use its advocacy efforts to realise this vision.

The waste activities are guided by two advisory committees: the Technical Advisory Committee and the Resource Recovery Committee. The Technical Advisory Committee consists of an officer from each member council and EMRC's Chief Executive Officer. The Resource Recovery Committee comprises the members of the Technical Advisory Committee and a councillor from each member council.

The Resource Recovery Project, is consistent with achieving the state government's *Western Australian Waste Strategy* target of a

65%

municipal recovery rate by

2020.

Planned expenditure for the Hazelmere Resource Recovery Park developments is estimated at around

\$25 million

over a five-year period.

The EMRC continues to advocate for best practice, sustainable, efficient and cost effective waste management practices and services delivered by regional councils. By working together, waste generated in Perth's Eastern Region is managed effectively and efficiently by the EMRC on behalf of our member councils.

2.2 Regional waste management priorities

2.2.1 Waste reduction and recovery

The EMRC is dedicated to the implementation and coordination of a range of resource recovery initiatives and community awareness and education programs. The Resource Recovery Project, which includes both the developments at the Hazelmere Resource Recovery Park and the Resource Recovery Facility, is consistent with achieving the state government's *Western Australian Waste Strategy* target of a 65% municipal recovery rate by 2020. The project will reduce the amount of material being sent to landfill as well as producing valuable products and recycled materials.

Planned expenditure for the Hazelmere Resource Recovery Park developments is estimated at around \$25 million over a five-year period. The park will process greenwaste, receive and sort commercial and industrial waste, receive and sort recyclables in a Materials Recovery Facility and create employment opportunities both during the construction stages and in on-going operation of the park. A Wood Waste to Energy Plant will convert woodchip into renewable energy and biochar by indirectly heating the residual wood waste, in the absence of oxygen. A Commercial and Industrial Waste Sorting Facility will sort dry commercial and industrial waste for recycling and re-use and service the member councils, industry and other local governments.

In addition to developing new resource recovery processes the EMRC also aims to reduce the amount of waste created by educating the community. The EMRC's waste education program offers a range of school and community group activities, community training courses and talks and tours of waste management facilities. The EMRC also maintains the R-Gang website which provides timely and relevant information about reducing, re-using, recycling and recovering waste.

The EMRC recovers a number of resources and sells a range of high-quality products at the Hazelmere Resource Recovery Park and the Red Hill Waste Management Facility including mulch, ferricrete, woodchip, coloured woodchip, woodchip fines, soil improver and clay. These products are developed using materials that are recovered during the creation of landfill cells or the processing of waste materials received that would otherwise be wasted in landfill. The EMRC works to develop new resource recovery and recycling activities particularly where appropriate markets exist.

2.2.2 Environmentally sustainable solutions

The EMRC places a high priority on environmental performance, which forms an important element in the planning and management of its activities. The Red Hill Waste Management Facility Environmental Policy details the set of commitments, objectives and responsibilities designed to achieve desired environmental outcomes. To implement these objectives the EMRC follows a comprehensive Environmental Management System which is designed to produce continuous site improvement whilst minimising environmental impact. The EMRC's Environmental Management System for the Red Hill Waste Management Facility is certified to the international ISO 14001:2004 standard. The independent certification process demonstrates to the EMRC's stakeholders and the wider community that the Red Hill Waste Management Facility is meeting its environmental objectives, by undertaking sufficient environmental management processes and activities and continually improving its environmental performance.

Environmental monitoring programs at the Red Hill Waste Management Facility include extensive quarterly surface and ground water monitoring, landfill gas surveys, native fauna surveys, feral animal management programs, field odour assessments (on-site and off-site at receptors), native seed collection, annual rehabilitation monitoring and aquatic fauna surveys surrounding natural surface water systems.

In addition to ongoing monitoring and management of environmental impacts, the EMRC has been working since 2001 to develop the Resource Recovery Project. The project will provide a more environmentally sustainable solution to managing our waste.

The EMRC's Environmental Management System

for the Red Hill Waste
Management Facility
is certified to the
international

**ISO
14001:2004**
standard.



Western Australia's population is projected to grow rapidly and is likely to reach between 4.5 million and 5.9 million by 2060.



2.2.3 Capacity for the future

Western Australia's population is projected to grow rapidly and is likely to reach between 4.5 million and 5.9 million by 2060. The EMRC's development plan for the Red Hill Waste Management Facility outlines planned capital works over the next 10 years based on the current and anticipated activities of the site. The plan indicates infrastructure requirements for the ongoing development of the Red Hill Waste Management Facility. These works encompass extension of landfill disposal cells for Class I to IV wastes, transfer station operations, greenwaste processing, resource recovery / alternative waste treatment operations and materials recovery. A range of factors were considered when preparing the Red Hill Waste Management Facility Development Plan including; landfill levy increases, population growth in Perth's Eastern Region, projected tonnages, changes in legislation regarding the treatment of waste, operation of the Resource Recovery

Facility, processing of commercial and industrial waste at the Hazelmere Resource Recovery Park and the potential operation of a Materials Recovery Facility.

The Resource Recovery Facility, which forms part of the Resource Recovery Project, is expected to extend the life of the Red Hill Waste Management Facility by up to 20 years. The new facility will treat municipal solid waste to divert waste from landfill, reduce greenhouse gas emissions and produce compost and / or renewable power. Construction and commissioning of the facility is anticipated in 2019. In addition to reducing the quantity of waste going to landfill, the Resource Recovery Facility is expected to minimise surface and ground water contamination, odour, dust, noise, litter, impacts on flora and fauna and greenhouse gas emissions.



Together for improved environmental quality

Healthy ecosystems and habitat for flora and fauna, clean air, land, waterways and green space, resource efficient buildings, infrastructure and transport systems, renewable energy and minimal waste and emissions are vital for a sustainable environment into the future. The EMRC works with its member councils to advocate for, and provide advice, assistance, project support and research on environmental matters including protection of the Swan and Helena Rivers, natural resource management and climate change mitigation and adaptation activities.



Below average rainfall in the south-west of Western Australia, together with a changing climate, has reduced the availability of freshwater in the Perth metropolitan area.

3.1 Environmental context

Perth's Eastern Region has considerable natural environmental assets with some of the state's most beautiful national parks, walking and cycling trails. The Swan and Helena Rivers and their tributaries provide iconic recreational and heritage precincts. The region's natural assets face increasing pressure from competing uses; from development of areas for economic benefit, to environmental protection for habitat and clean water, to health and social welfare through increased public access and population growth. A focus on protecting natural resources and addressing climate change, pollution and planning issues are fundamental to the environmental, social and economic well-being of the area, particularly in the context of a drying climate.

Below average rainfall in the south-west of Western Australia, together with a changing climate, has reduced the availability of freshwater in the Perth metropolitan area, resulting in a greater reliance of water from groundwater systems. Climate change impacts are also being felt across natural areas and the urban landscape, with February 2016 being the hottest February recorded globally in 137 years of records, at 1.21 degrees Celsius above the 20th century average of 12.1 degrees Celsius.

The EMRC's *Regional Environmental Strategy 2016-2020* is progressing regional environmental management under the global Sustainable Development Goals framework identified in the *2030 Agenda for Sustainable Development*, adopted by the United Nations in 2015 and ratified by the Australian Federal Government for implementation nationwide. Environmental programs, services and management are integral and cross-dependent with social, governance, transport and economic strategies and, as such, environmental considerations are integrated into relevant aspects of regional growth and regional opportunities where possible.

The EMRC provides technical expertise, research, collaboration and advocacy on environmental issues facing the region and is committed to seeking funding, acknowledging achievements, protecting assets and understanding issues pertinent to the region as a whole. Together, we act as one voice, striving to achieve a shared vision across Perth's Eastern Region for our communities.



130
environmental
community groups



1,700
volunteers



February 2016 global temperature
hottest on record
in **137** years

Estimated **3,000** tonnes
CO₂-e abatement and
electricity savings of
\$950,000



Community water consumption is lower
than the Perth average

Over **272** km²
of protected area

46,000 solar
installations (2001–2014)

3.2 Regional environmental priorities

3.2.1 Swan and Helena Rivers

The EMRC is committed to resource investment and coordinated management of the Swan and Helena Rivers that are essential for the long-term protection and activation of the rivers' potential as natural, cultural and economic assets within Perth's Eastern Region. Advocacy and funding remain ongoing priorities for the improvement and restoration of built and natural Swan River foreshore areas, including riverbank stabilisation, water quality, recreational dual-use pathways, interpretation and signage. Water quality monitoring of both the Swan and Helena Rivers and understanding and managing flood risk continue to build sustainability and resilience to flood prone areas.

3.2.2 Natural resource management

The EMRC continues to seek regional funding and provide strategic support to deliver the Eastern Region Catchment Management Program, in partnership with the Shires of Kalamunda and Mundaring, City of Swan and the Department of Parks and Wildlife - Rivers and Estuaries Division. The program engenders community-led participation in on-ground activities that assist regional biodiversity conservation and improve water quality for the Swan and Helena Rivers. The success of on-ground landcare activities relies heavily on the community network of over 130 'friends of' groups and four catchment groups totalling in excess of 1,700 volunteers contributing 30,000 volunteer hours annually across the region.

Other natural resource management priorities include increasing community capability, promoting sustainable and adaptive environmental initiatives and seeking funding to maintain and enhance the region's natural assets. All member councils have strong environmental strategic objectives which the EMRC supports through advocacy and service provision.

3.2.3 Climate change

The EMRC is committed to supporting regional climate change mitigation and adaptation initiatives to assist local governments and communities to adapt and build resilience to climate change. The EMRC works to bring together representatives from local government, state government, researchers, industry and the community to share practical knowledge and information to enhance adaptation outcomes. Through member councils' implementation of Carbon Action Plans and energy efficiency upgrades, it is estimated that greenhouse gas emissions abatement across Perth's Eastern Region will be approximately 3,000 tonnes CO₂-e by the end of 2017, with electricity savings of approximately \$950,000.

Loss of urban canopy and vegetation in Perth's Eastern Region requires continued research and collaboration to improve tree canopy retention and liveability within urban communities. This is critical to ensure the environmental value, social wellbeing and economy of the region are retained, enhanced and protected. Urban forests provide essential ecosystem services including air and water filtration, shade, temperature reduction, habitat, carbon sequestration and nutrient cycling.

Water quality and conservation is critical in a drying climate to ensure a sustainable water future. The EMRC supports its member councils in water management to maximise opportunities to improve water efficiency and water quality. Community water consumption has reduced across the region and is now lower than the Perth average. The EMRC continues to explore opportunities to effectively partner with appropriate organisations such as the Cooperative Research Centre for Water Sensitive Cities to ensure our member councils have access to the latest research, tools and training on best practice water management including water sensitive urban design.





Together for a growing community

Business incubation, innovation, competitive advantage and supporting improved infrastructure are vital to ensuring the economic prosperity of the region into the future. The EMRC works with its member councils to advocate for, and provide advice, assistance, project support and research on, economic development matters including business growth and support services, investment in infrastructure that supports activity centres and ensuring that benefits from infrastructure are maximised.

4.1 Economic context

The economic growth of Perth's Eastern Region is contingent upon expanding existing strengths, capitalising on emerging growth opportunities and maximising opportunities from the significant investment and infrastructure projects already completed, underway or planned for the region. Improving and promoting the liveability of Perth's Eastern Region will build community capacity to respond to, and take advantage of, social, environmental and economic opportunities. The Australian Government's *Smart Cities Plan* supports productive, accessible, liveable cities that attract talent, encourage innovation and create jobs and growth. Together, the region offers a range of investment options and opportunities for local business growth that can achieve these outcomes.

Perth's Eastern Region reflected the exceptional economic growth of Western Australia and achieved a growth rate of 7.6% per annum between 2008 and 2014, approximately 38.9% higher growth than the Australian economy. This growth was largely due to activity in the resources sector that has now slowed.

The region's economy is largely supported by manufacturing, logistics and distribution. Over one third of employment in the region is supplied in these sectors (39,322 jobs). The retail sector is growing and currently employs more than 15,000 workers and the labour market in the region has historically been stronger than the Greater Perth Metropolitan Area with a marginally lower unemployment rate from 2010-2015.

The region's resident population has increased by an average of 2.5% per annum over the past decade, which is slightly less than the average growth experienced across the greater Perth metropolitan area of 2.9%. What is notable is the shift towards higher growth within established areas with key transport links and a shift toward apartment living, driven largely by a combination of demographic, affordability and government policy.



The region's resident population has increased by an average of

2.5% per annum over the past decade.

The retail sector is growing and currently employs more than

15,000 workers.

Employment
self-sufficiency

77.9%



Jobs



124,500

GRP



\$24.513

billion

Value added



\$22.768

billion

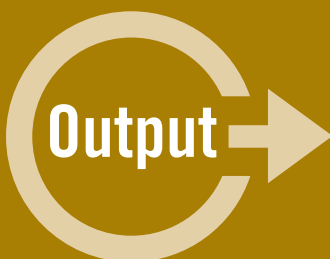


Regional Imports

\$16.889 billion

Regional Exports

\$20.619 billion



\$55.147 billion

4.2 Regional economic development priorities

4.2.1 Business growth, investment and innovation

The EMRC recognises the importance of the number of large scale companies that fall under the umbrella of logistics, manufacturing and distribution located in Perth's Eastern Region. While this provides a unique opportunity to support growth of the sector through economies of scale, it is also important to ensure that the economic base of the region diversifies to protect stability and enable growth. The EMRC is committed to supporting identified industry clusters and to advocating for new investment from large scale companies to support a diverse employment base and provide market protection.

The EMRC continues to focus on supporting existing business growth and advocating for greater opportunities through innovation and job creation. New technology and innovation that supports productivity, reduces environmental impacts and creates new markets will be nurtured.

4.2.2 Infrastructure to support strategic centres and population growth

The EMRC continues to support and advocate for enhancements and connectivity to the strategic metropolitan, secondary and district centres in the region, identified in state government planning documents, which are constrained due to ageing and inadequate infrastructure to support growth. An example is the Mundaring Town Centre Revitalisation which is restricted by limited wastewater capacity to support the development of the centre into a 'district centre'. The Helena Valley growth area, identified as an urban expansion investigation area, will require additional community recreational infrastructure to support population growth.

Morley, identified as a Strategic Metropolitan Centre in the Western Australian State Government's *Directions 2031 and Beyond* is not currently serviced by rail, which is considered a key constraint to expanding business interests in the area. Rail to Morley, however, has been identified in the state government's recently released draft of its Perth Transport Plan - Transport @ 3.5 Million.

Transport infrastructure is also required to support activity centres, particularly in Ellenbrook, Belmont and Midland. In addition to supporting transport connections to activity centres, the role of freight routes impacting on the centres is also important. For instance, the freight rail alignment through Midland divides the centres and impacts on business interests and community safety. Having regard for the impacts of freight rail, when planning for the future development of the Forrestfield area and other potential development sites across the region, will ensure positive outcomes for the future residents in this area.

4.2.3 Maximise infrastructure benefits

The EMRC supports economic and social opportunities that will arise as a result of effective land use around stations on the new Forrestfield - Airport Link. The Forrestfield - Airport Link will provide an opportunity for transit orientated development in Forrestfield and High Wycombe that could cater for affordable high density housing close to rail connections and employment nodes. The Forrestfield - Airport Link is also a key opportunity for economic activity in the Bayswater Town Centre once increased transport connections to the station and higher density residential developments occur.

The City of Belmont's Development Area 6 has the potential to maximise opportunities associated with rail and proximity to the Perth Airport estate, encouraging commercial and residential investment for long term economic benefit. The EMRC will provide a strong advocacy role to encourage connectivity between public transport and recreational facilities along the Forrestfield - Airport Link, including Bayswater.

The slower than anticipated roll-out of the National Broadband Network (NBN) is seen as a barrier to future development for small business growth and innovation in Perth's Eastern Region and the EMRC continues to advocate and identify options for improved connectivity, reliable access, bandwidth and speeds.





Together for an efficient transport network

An effective, efficient and safe transport network that integrates all transport modes is vital to ensuring the productivity, liveability and efficiency of the region into the future. The EMRC works with our member councils to advocate for, and provide advice, assistance, project support and research on transport matters, including investment in infrastructure, delivery of behaviour change programs and improvements to all aspects of transport safety.

5.1 Transport context

The state government recognised the importance of Perth's Eastern Region as a transport and industry hub in its urban development framework for the Perth and Peel regions as part of its *Directions 2031 and Beyond* strategy. Key locations identified in the strategy within Perth's Eastern Region include: Perth Airport, identified as a strategic specialised centre; Kewdale, identified as a key strategic industrial centre; and Midland and Morley which are identified as Strategic Metropolitan Centres. The secondary centres of Belmont and Ellenbrook perform an important role in the region's economy and provide essential services to their catchment populations. The state government's draft Perth Transport Strategy – Transport @ 3.5 Million highlights these centres and considers the timeframes for improved transport connections to be based according to the population growth targets of 'by 2.7M'; 'by 3.5M'; and 'beyond 3.5M'.

The region's major industrial presence includes Malaga, Kewdale, Hazelmere, Forrestfield, Bayswater and Bassendean, all of which play key roles in transport, storage, manufacturing and logistics for the state's construction and resource sectors. The significant transport and industrial hub in Perth's Eastern Region is a major generator of economic output. Correspondingly there are a number of high traffic major roads in and around these centres as well as major rail and road networks linking Perth with the rest of Western Australia and with the east coast of Australia.

The EMRC, through its Regional Integrated Transport Strategy Implementation Advisory Group, supports and advocates for alignment of local and regional transport strategies with state strategies in order to ensure consistent messaging and delivery of transport priorities, particularly where funding had been allocated, or priorities announced that affect Perth's Eastern Region.

Perth Airport is serviced by a growing number of international, domestic and regional airlines, with close to 13.8 million passengers travelling through Perth Airport terminals in 2015/2016 and with passenger numbers projected to rise to 28.5 million by 2034.



The region's major industrial presence includes Malaga, Kewdale, Hazelmere, Forrestfield, Bayswater and Bassendean, all of which play key roles in transport, storage, manufacturing and logistics for the state's construction and resource sectors.

5.2 Regional transport priorities

5.2.1 Increase and maximise benefits of infrastructure and services

The Forrestfield - Airport Link will provide new rail services and facilitate improved bus networks for the eastern suburbs, foothills and surrounding community to the Perth CBD. The Forrestfield - Airport Link includes three new stations and will provide a rail solution that improves transport connectivity to and from Perth Airport, the eastern suburbs and regional centres. There is the potential for significant economic benefit in the surrounding areas for higher residential and commercial densities if development of land use is appropriately managed and progressed. The EMRC will advocate for consideration of the economic benefits of high density residential and commercial space in close proximity to stations.



Perth Airport is serviced by a growing number of international, domestic and regional airlines, with passenger numbers

projected to rise to

28.5 million
by 2034.



The EMRC recognises the importance of public transport across Perth's Eastern Region and the significant issues that need to be addressed such as increasing services, coverage and frequency required to connect to activity, recreational and employment centres. Modifications are required in order to reduce congestion, increase road safety and remedy transport access issues for young people and the elderly. Public transport infrastructure priorities include the relocation of the Midland Train Station adjacent to the Midland Health Campus and supplying appropriate public transport connections to Ellenbrook and Morley.

Rail connections for both freight and commuter purposes is a long term priority. These connections need to be efficient, support a growing population and be aligned to have minimum detrimental effect on surrounding areas, particularly in terms of environmental impacts and dividing activity centres.

Existing roads are facing combined pressures of increased heavy freight transport traffic brought about by resource sector activity and the growth of the key industrial centres in the region, along with increased local passenger traffic and demand for integrated public transport due to the economic and demographic growth of the region. The EMRC supports and advocates for road infrastructure priorities including the upgrade of significant sections of road that fall under the jurisdiction of state and federal government funding as well as local roads, which remain the responsibility of member councils.

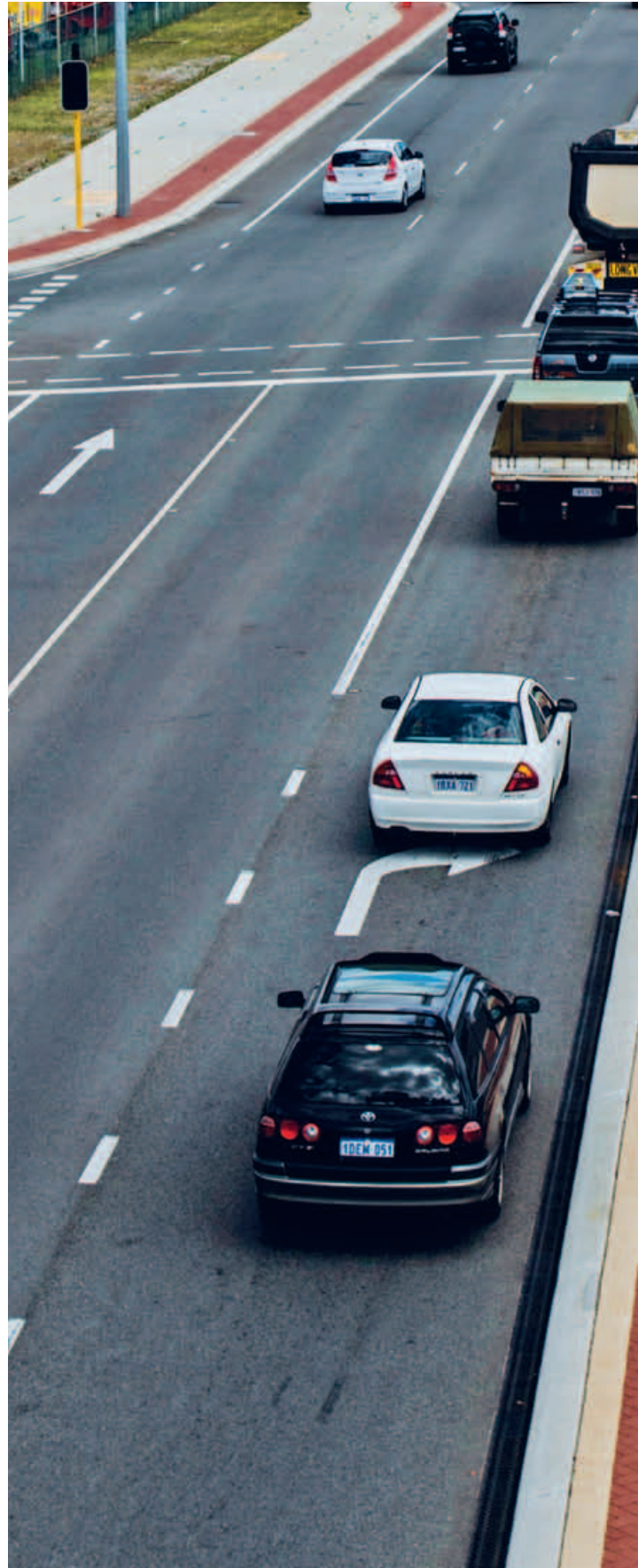
Perth's Eastern Region has been the recipient of extensive road network upgrades such as Gateway WA and Northlink WA, both of which include a network of high quality Principal Shared Paths, and will shortly see the commencement of works to construct the Forrestfield - Airport Link, connecting to the Midland rail line at Bayswater Station. Further, the Cities of Bayswater and Belmont, together with the state government, are investing in Bike Boulevard infrastructure to capitalise on active transport in the region. Planning is underway by the Cities of Bayswater, Belmont and the Shire of Kalamunda to ensure maximum benefit occurs with the delivery of high-density residential, a new activity centre and transit orientated development precincts based around the new train stations.

5.2.2 Behaviour change

Reducing reliance on cars, particularly for short trips, is important for reducing the future cost of road infrastructure development, congestion, impacts on the environment and carbon emissions from vehicles, as well as improving social equity, connectivity and providing greater active transport options. Making streets more walking and cycling friendly has the potential to generate more business and stimulate the local economy. The challenge ahead is to develop a community that uses private motorised transport less and instead utilises alternative modes such as walking, cycling and public transport.

The EMRC is in the ideal position to coordinate a multi-municipality behaviour change program, such as the Your Move program, that corresponds with the delivery of the new transport infrastructure and linking public transport to recreation and activity centres. Your Move is a travel behaviour program linking transport and physical activity outcomes.

Travel behaviour will continue to be influenced by underlying factors related to peak travel times and peak congestion times, affecting how, when and where people travel as well as social, economic and technological trends and factors. The EMRC remains at the ready to advocate for effective solutions.





5.2.3 Safety

Improving road safety for all road users across the region is a priority. A total of 164 vehicles were involved in a fatal crash in the region between 2010 and 2015. Whilst many of these fatal crashes involved motor vehicles, as greater efforts are made to increase the amount of people using active modes, it is important to consider how these vulnerable road users will interact with the rest of the transport network.

The EMRC's Direction Zero: A Regional Road Safety Plan for Perth's Eastern Region. comprises of five key focus areas: Safe Roads and Roadsides; Safe Road Use; Safe Vehicles; Safe Speeds; and Road Safety Planning and Governance. These key focus areas align with those set out in the federal and state governments' road safety strategies.

Four key road safety issues were identified in this plan:

- Crashes at intersections.
- Vehicles and motor cycles running off the road.
- Those involving vulnerable road users such as pedestrians, cyclists and motor cyclists.
- Road user behaviour relating to speed, inattention / driver distraction and / or driving under the influence of alcohol or drugs.

The EMRC will support its member council's by advocating for appropriate road safety awareness campaigns and blackspot and black route treatments in the region with a focus on reducing the amount of deaths and serious injuries on roads in the region.

A total of 164 vehicles were involved in a fatal crash in the region between 2010 and 2015

Advocacy

actions to influence priorities

Key advocacy stakeholders include: member councils, other local governments, state and federal governments and their agencies, members of parliament representing Perth's Eastern Region, business / commerce, industry, not for profit sector and the community.

Key methods of achieving advocacy outcomes include: seeking regional funding; corresponding with all levels of government, organisations and regional stakeholders; preparing submissions and awards; cross regional collaboration; attendance at meetings and forums; developing key partnerships; and undertaking high level research.

	Areas of Focus	Advocacy Actions
Regional Waste Management Priorities	Waste reduction and resource recovery	Continue awareness-raising of the role of regional councils in waste management and resource recovery.
		Continue advocacy for the use of the Waste Avoidance and Resource Recovery Levy hypothecated to the Waste Authority for investment into waste management infrastructure.
		Advocate for development of new waste management practices and services.
		Pursue best practice waste management practices.
	Environmentally sustainable solutions	Advocate to state government for funding to support the EMRC's best practice, sustainable and efficient waste services planned to meet the future needs of the region.
		Continue community engagement and awareness-raising of the benefits of the Wood Waste to Energy Plant, converting surplus wood waste to renewable energy and biochar.
	Capacity for the future	Promote the continued diversion and recovery of waste to extend the life of the Red Hill Waste Management Facility.
		Continue to pursue avenues for funding of resource recovery technologies and resource recovery infrastructure into the future.
		Advocate for the use of resource recovery products that have been diverted from landfill.
		Continue awareness-raising of all elements of the Resource Recovery Park and source funding partners as required.

	Areas of Focus	Advocacy Actions
Regional Environmental Priorities	Swan and Helena Rivers	Undertake advocacy as identified in the Swan and Helena Rivers Management Framework Review Report and Action Plan.
		Include issues facing the Swan and Helena Rivers in advocacy to the state government and also to the federal government under its Plan for a Cleaner Environment.
	Natural resource management	Undertake advocacy as identified in the Regional Environmental Strategy 2016-2020.
		Seek opportunities to revegetate urban environments, strengthen natural resource management, reduce carbon emissions, improve water quality and build resilience in communities under the Federal Government Plan for a Cleaner Environment.
		Seek funding to undertake research and support member councils to implement stormwater harvesting, re-use of water and managed aquifer recharge projects to address water availability issues in a drying climate.
		Promote sustainable and adaptive environmental initiatives to maintain and enhance the region's natural assets.
		Advocate for improved regional air, water and land quality and regional biodiversity conservation.
	Climate change	Undertake advocacy as identified in the Regional Environmental Strategy 2016-2020.
		Seek opportunities to strengthen the environment's resilience to the impacts of climate change under the Federal Government Plan for a Cleaner Environment.
		Continue to raise awareness of, and opportunities to deal with, emerging environmental issues.
Regional Economic Development Priorities	Business growth, investment and innovation	Promote the region as an attractive investment destination.
		Advocate for the priority areas identified in the Regional Economic Development Strategy 2016-2020.
		Foster and enhance relationships with key stakeholders including government agencies and business groups.
		Promote partnership opportunities with organisations for the development of initiatives and projects.
	Infrastructure to support strategic centres and population growth	Advocate for increased investment and upgrades in regional infrastructure.
		Advocate for facilitation of sustainable economic development of the region.
		Develop and promote a Smart Cities Plan for the region.
	Maximise infrastructure benefits	Undertake a regional approach to research, advocacy and grant funding to create a stronger voice.
		Foster relationships with businesses in the region and promote awareness of opportunities to maximise national broadband network rollout benefits.
		Promote opportunities to facilitate regional, cultural and recreation activities.
Regional Transport Priorities	Increase and maximise benefits of infrastructure and services	Advocate for increased investment in regional transport infrastructure.
		Advocate for priorities identified in the Regional Integrated Transport Strategy 2016-2020.
		Review and advocate for improved public transport options throughout the region.
	Behaviour change	Advocate for improved social equity, connectivity and public health through greater active transport opportunities.
		Advocate for the Your Move program.
Safety	Advocate for safe roads and roadsides, safe road use, safe vehicles, safe speeds and road safety planning and governance.	



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11.2 REGIONAL ENVIRONMENT STRATEGY 2016 - 2020

REFERENCE: D2016/14546 (CEOAC) – D2016/17158

PURPOSE OF REPORT

The purpose of this report is to seek Council approval of the EMRC Regional Environment Strategy that will guide regional environmental and sustainability activities for the period 2016 to 2020.

KEY ISSUES AND RECOMMENDATION(S)

- The process for development of the Regional Environment Strategy involved consultation with member Councils and other key stakeholders through surveys, interviews and two workshops.
- The EMRC and its member Councils will be one of the first organisations in Australia to progress regional environmental management under the global United Nations Sustainable Development Goals framework.
- Implementation of the Strategy will be facilitated by the EMRC, with support of member Council Officers and other key stakeholders through a Regional Environment Strategy Advisory Group.
- The EMRC has developed costings to present to member Councils for consideration in the 2017/2018 Funding Summary and will also seek external funding opportunities to implement projects within the Strategy.

Recommendations

That Council approves the EMRC Regional Environment Strategy 2016-2020, forming the attachment to this report.

SOURCE OF REPORT

Director Regional Services

BACKGROUND

The EMRC's first Regional Environment Strategy 2000 was approved by Council at the Ordinary Council Meeting of 2 December 1999 (Ref: DMDOC/9957). The Regional Environment Strategy 2011-2016 was approved by Council at the Ordinary Council Meeting of 3 November 2011 (Ref: DMDOC/154291). Some key achievements implemented under the Regional Environment Strategy 2011-2016 include Bush Skills 4 Youth, Marri Canker Research Project, Understanding Flood Risk in Perth's Eastern Region (Stage 1), Climate Change Risk Awareness Seminar Series, Water Auditing, Helping the Helena and Track and Trace water quality projects, Steaming to Success Alternative Weed Trial and Steam Weed machine and the Community Energy Efficiency Program.

REPORT

This report outlines the process utilised in the development of the Regional Environment Strategy 2016-2020 (attached) and provides an overview of the framework. The EMRC's 10 Year Strategic Plan 2017 to 2027 sets in place a vision to "be a responsive and innovative leader in assisting Perth's Eastern Region to be a great place to live, work, play and do business". The EMRC's vision for the Regional Environment Strategy for Perth's Eastern Region builds upon this context and is defined as "A region supporting the goals of sustainable development with optimal environmental management for an equitable and supported community and a protected and healthy environment".



Item 11.2 continued

The process for development of the Regional Environment Strategy involved consultation with member Councils and other key stakeholders (including Department of Water, Cooperative Research Centre for Water Sensitive Cities, Water Corporation, W.A. Local Government Association, Department of Aboriginal Affairs, State NRM Office, Department of Parks and Wildlife, Perth NRM and catchment groups) through surveys, interviews and two workshops delivered by consultants, Sustainable Development Facilitation Global.

With this Regional Environment Strategy, the EMRC and its member Councils will be one of the first organisations in Australia to progress regional environmental management under the global United Nations Sustainable Development Goals (SDGs) framework. The seven SDGs particularly relevant to the environment in Perth's Eastern Region are:

1. Clean Water and Sanitation (SDG 6);
2. Affordable and Clean Energy (SDG 7);
3. Sustainable Cities and Communities (SDG 11);
4. Responsible Consumption & Production (SDG 12);
5. Climate Action (SDG 13);
6. Life on Land (SDG 15); and
7. Partnerships (SDG 17).

Implementation

Implementation of the Regional Environment Strategy will be facilitated by the EMRC with support of member Council officers and other key stakeholders through a Regional Environment Strategy Advisory Group, replacing the existing Regional Environmental Advisory Group. The EMRC will play a central role in the implementation of the Regional Environment Strategy, working collaboratively to achieve the objectives of the Strategy. Member Councils will be involved by:

- Participating in the Regional Environment Strategy Advisory Group;
- Leveraging regional advocacy activities; and
- Keeping the EMRC informed of relevant local activities and other projects.

Implementation of the Regional Environment Strategy will be resourced through a blend of EMRC contributions, member Council contributions, and external funding.

Monitoring, Review and Evaluation

The Regional Environment Strategy will be monitored, reviewed and evaluated on an on-going basis through:

- Regular meetings of the RESAG;
- Reporting via the quarterly Regional Services Activity Report which is presented to the CEOAC and EMRC Council; and
- A minor review of the Strategy undertaken annually allowing the Regional Environment Strategy to be a living document, evolving over time as regional issues change and actions are completed.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 1 – Environmental Sustainability

- 1.5 To contribute towards improved regional air, water and land quality and regional biodiversity conservation
- 1.6 To address climate change issues within the region



Item 11.2 continued

FINANCIAL IMPLICATIONS

Costs relating to the development of the Regional Environment Strategy were included in the EMRC's 2015/2016 and 2016/2017 operating budgets.

SUSTAINABILITY IMPLICATIONS

The development and implementation of the Regional Environment Strategy assists in strengthening the natural environment of Perth's Eastern Region. The Strategy is complementary to the member Councils various environmental and sustainability strategies.

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean	} Member Councils officers' time will be required from time to time to participate in the Regional Environment Strategy Advisory Group.
City of Bayswater	
City of Belmont	
Shire of Kalamunda	
Shire of Mundaring	
City of Swan	

ATTACHMENT(S)

Regional Environment Strategy 2016 – 2020 (Ref: D2016/17159)

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That Council approves the EMRC Regional Environment Strategy 2016-2020, forming the attachment to this report.

Discussion ensued

The Director Regional Services provided an overview of the report and the process and community and member council staff involvement in the preparation of the document.

Ms Bywater expressed concern regarding the Western Australian Planning Commission's (WAPC) lack of regard for planning in the context of environmentally sensitive areas. In order to ensure there was alignment of the Regional Environmental Strategy an additional Objective was proposed to be included in the Strategy. To strengthen the link between local policies and strategies and state policies and strategies a new objective was added as follows:

3.7 Advocate to state planning agencies, such as the WA Planning Commission, to have regard for environmentally sensitive areas in policy development and planning decisions in urban areas.



Item 11.2 continued

CEOAC RECOMMENDATION(S)

MOVED MR THROSSELL SECONDED MR JARVIS

That Council approves the EMRC Regional Environment Strategy 2016-2020, forming the attachment to this report.

CARRIED UNANIMOUSLY

COUNCIL RESOLUTION(S)

MOVED CR POWELL SECONDED CR WOLFF

THAT COUNCIL APPROVES THE EMRC REGIONAL ENVIRONMENT STRATEGY 2016-2020, FORMING THE ATTACHMENT TO THIS REPORT.

CARRIED UNANIMOUSLY



REGIONAL ENVIRONMENT STRATEGY 2016 - 2020



Protecting Perth's Eastern Region 



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Executive Summary

The Eastern Metropolitan Regional Council (EMRC) is a regional local government working on behalf of six member councils located in Perth's Eastern Region. The EMRC aims to be a responsive and innovative leader in assisting Perth's Eastern Region to be a great place to live, work, play and do business. The region has significant environmental assets that require protection and optimal management.

With this *Regional Environment Strategy 2016-2020*, the EMRC and its member councils will be one of the first organisations in Australia to progress regional environmental management under the global United Nations Sustainable Development Goals (SDGs) framework. The SDGs emphasise critical aspects and opportunities for environmental management within the context of wider objectives for development. The document that describes the SDGs, the *2030 Agenda for Sustainable Development*, was adopted by 193 United Nations member states in September 2015 and was ratified by the Federal Government of Australia for implementation nationwide. The Global Taskforce of Local and Regional Governments actively participated in the consultations on the Agenda, successfully advocating for the inclusion of Sustainable Development Goal 11 on sustainable cities and human settlements and pushing for all goals to take into account local challenges and opportunities.

Seven of the 17 SDGs are particularly relevant to the environment and Perth's Eastern Region. These seven SDGs have been used as a basis for the development of the *Regional Environment Strategy 2016-2020* and through consultation and research have resulted in the development of strategic objectives that relate to each SDG:

- **Strategic Objective 1:**

Our region has sufficient and sustainably managed water resources and good water quality in rivers and wetlands.

- **Strategic Objective 2:**

Our region adopts sustainable, affordable and modern energy sources and promotes energy efficiency.

- **Strategic Objective 3:**

Our region fosters safe, resilient, resource efficient and environmentally sustainable urban areas.

- **Strategic Objective 4:**

Our region fosters sustainable consumption and production patterns and promotes sustainable lifestyles.

- **Strategic Objective 5:**

Our region addresses climate change and its impacts through mitigation and adaptation.

- **Strategic Objective 6:**

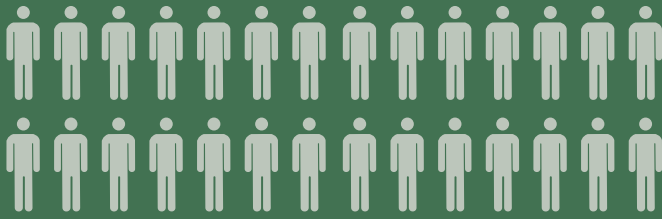
Our region protects, restores and enhances terrestrial ecosystems, addresses land degradation and prevents biodiversity loss.

- **Strategic Objective 7:**

Our region contributes to the global partnership for sustainable development and achievement of relevant SDGs and targets.

Initiatives that were identified through research and member council and stakeholder consultation have been grouped under these strategic objectives into an Action Plan. These initiatives have an aim of contributing towards achieving the strategic objectives as well as contributing towards the achievements of the SDGs. Sustainable development enablers will also guide the implementation of the *Regional Environment Strategy 2016-2020*. These include regional advocacy; education, information and engagement; cross regional programs; funding; strategic consulting; technical support; research and innovation; and collaboration.

Population



365,500 People



Area

2,100
km²

February
2016 global
temperature
hottest on
record in



137 years



Estimated **3,000**
tonnes CO₂-e abatement
and electricity savings of
\$950,000



6



Community water consumption
is lower than the Perth average



Iconic
Swan
River



Area of national parks
over
220 km²



Introduction

2.1 The Importance of Local Government in Environmental Strategy

The Eastern Metropolitan Regional Council (EMRC) is a regional local government working on behalf of six member councils located in Perth's Eastern Region. The EMRC aims to be a responsive and innovative leader in assisting Perth's Eastern Region to be a great place to live, work, play and do business. The region has significant environmental assets that require protection and optimal management as well as residents, businesses and infrastructure to support and manage sustainably.

Environmental protection is a key role for all local governments and environmental management is a core function. As the level of government closest to community, it is vital that environmental strategies reflect current barriers to protection and sustainable management of the environment, as well as identifying opportunities to achieve positive outcomes through partnerships, activities and advocacy.

Environmental programs and services are no longer separate from other strategies, programs and projects, they are foundational and integral. Environmental management is only one part of an interlinked and cross-dependent set of activities between environmental, social, governance and economic strategy. It is important that environmental considerations are understood and integrated into other aspects of regional growth. In particular, there is a greater need for environmental management and sustainability to be embraced within planning and land use frameworks, economic development, infrastructure management and to consider community concerns and health impacts. A holistic approach to reaching future goals is required, particularly given the diversity of the region, its assets and development pathways.

2.2 A New Strategic Framework

With this *Regional Environment Strategy 2016-2020*, the EMRC and its member councils will be one of the first organisations in Australia to progress regional environmental management under the global Sustainable Development Goals (SDGs) framework (see Figure 1). The 17 SDGs were the result of a substantial, two year global consultation across governments, private sector and civil society to ensure balanced, strategic and sustainable progress worldwide. The document that describes the SDGs, the *2030 Agenda for Sustainable Development*, was adopted by 193 United Nations member states in September 2015 and was ratified by the Federal Government of Australia for implementation nationwide. The SDGs are a new universal set of goals, targets and indicators that governments, businesses and organisations can use to frame their agendas and political policies over the next 15 years. The SDGs emphasise critical aspects and opportunities for environment management within the context of wider objectives for development.

1	NO POVERTY	End poverty in all its forms everywhere.
2	ZERO HUNGER	End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
3	GOOD HEALTH AND WELL-BEING	Ensure healthy lives and promote well-being for all at all ages.
4	QUALITY EDUCATION	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
5	GENDER EQUALITY	Achieve gender equality and empower all women and girls.
6	CLEAN WATER AND SANITATION	Ensure availability and sustainable management of water and sanitation for all.
7	AFFORDABLE AND CLEAN ENERGY	Ensure access to affordable, reliable, sustainable and modern energy for all.
8	DECENT WORK AND ECONOMIC GROWTH	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
9	INDUSTRY, INNOVATION AND INFRASTRUCTURE	Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.
10	REDUCED INEQUALITIES	Reduce inequality within and among countries.
11	SUSTAINABLE CITIES AND COMMUNITIES	Make cities and human settlements inclusive, safe, resilient and sustainable.
12	RESPONSIBLE CONSUMPTION AND PRODUCTION	Ensure sustainable consumption and production patterns.
13	CLIMATE ACTION	Take urgent action to combat climate change and its impacts.
14	LIFE BELOW WATER	Conserve and sustainably use the oceans, seas and marine resources for sustainable development.
15	LIFE ON LAND	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.
16	PEACE, JUSTICE AND STRONG INSTITUTIONS	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.
17	PARTNERSHIPS FOR THE GOALS	Strengthen the means of implementation and revitalise the global partnership for sustainable development.

Figure 1. The Global Sustainable Development Goals

Context

3.1 Perth's Eastern Region

Perth's Eastern Region is an area of Perth defined by the boundaries of six local governments: Town of Bassendean, City of Bayswater, City of Belmont, Shire of Kalamunda, Shire of Mundaring and the City of Swan.

The region constitutes around one-third of Perth's metropolitan area encompassing a land area of about 2,100 square kilometres and an estimated population of 365,500 people.

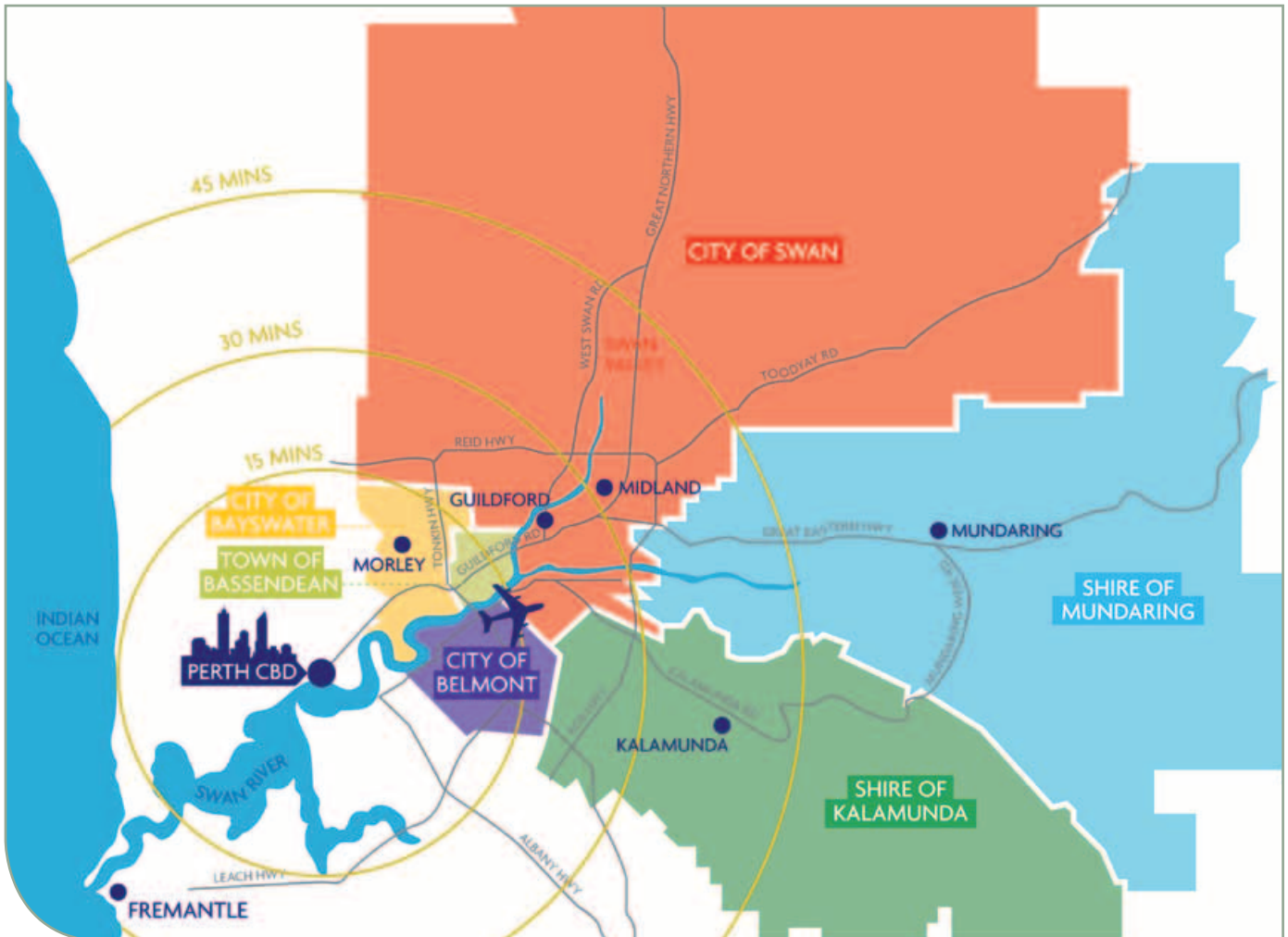


Figure 2. Map of Perth's Eastern Region

Perth's Eastern Region represents an attractive destination for visitors and provides a high quality of life for residents. The region is home to a number of core assets including: national parks; walking and cycling trails; numerous picturesque parks and reserves on the banks of the Swan River; an extensive range of heritage, culture and arts attractions including Guildford, which is one of the oldest settled areas in WA; the popular Swan Valley and boutique wineries in the Perth Hills.

A range of community events and recreation facilities provide for community activity. Both the Swan Valley and Perth Hills have been identified as key attractors for the Greater Perth Metropolitan Area.

The Greater Perth Metropolitan Area sits on the Swan Canning River system which is a key natural environmental feature with cultural and historical significance that also generates economic, community and recreation benefits for the population.

3.2 Eastern Metropolitan Regional Council

The Eastern Metropolitan Regional Council (EMRC) is a progressive and innovative regional local government working on behalf of the six councils located in Perth's Eastern Region.

The EMRC is an incorporated body established under the *Western Australian Local Government Act 1995*. The EMRC's operations are governed by its council under an Establishment Agreement. In brief, the Establishment Agreement states that the EMRC will:

- Work in consultation with member councils to facilitate local government to enhance its service delivery to the community;

- Be efficient and effective in delivering quality services and facilities;
- Promote and market the role of local government in the community;
- Implement a strategic plan that is regularly reviewed; and
- Avoid providing any service or facility that adversely impacts on the services or facilities of any member council.

In line with this brief, the EMRC provides a broad range of services across the region including waste management and education, resource recovery, environmental management and regional development. Working in partnership with our member council's and other stakeholders, the EMRC delivers local and regional scale projects across each of these areas for the benefit of the region.



OUR VISION

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



OUR VALUES

The values that govern the EMRC are:

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

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

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

RESPONSIVENESS – Dynamic and flexible service delivery.

INTEGRITY – Accountability and consistency in all that we do.



OUR MISSION

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

3.3 Regional Environment

Perth's Eastern Region has considerable natural environmental assets with some of the state's most beautiful national parks, walking and cycle trails. The Swan and Helena Rivers, and their tributaries, provide iconic recreational and heritage precincts, as well as supporting the renowned vineyards along the Swan Valley. Other features include Eric Singleton Bird Sanctuary, Lesmurdie Falls, Lake Leschenaultia, Whiteman Park and Bickley Valley.

Land use in the region is diverse, ranging from agriculture in the eastern portion, to rural landholdings, residential, industrial and highly urbanised areas to the south and west. The region encompasses the more forested areas of the valleys and plateau of the Darling Range and Darling Scarp to the open urbanised areas of the Swan Coastal Plain, including riverine areas of the Swan and Helena Rivers.

The region's natural assets face increasing pressure from competing uses; from development of areas for economic benefit, to environmental protection for habitat and clean water, to health and social welfare through public access. A focus on protecting natural resources and addressing climate change, pollution and planning issues is fundamental to the environmental, social and economic well-being of the area,

particularly in the context of a drying climate. In conjunction with an increasing recognition of the effects of development on the environment, there is growing concern about the effects of environmental change on natural assets and the urban landscape.

It is important that the diverse land uses within the region are managed so that there is minimal impact on these important environmental assets, while at the same time providing sustainable economic development, transport and planning options to provide healthy resilient spaces for people to live, work, play and do business.

3.4 Vision

This *Regional Environment Strategy 2016-2020* will guide the EMRC in its facilitation of regional environmental and sustainability activities while recognising the individual priorities of its member councils. It complements the local environmental strategies of member councils as well as acknowledging and delivering on state and federal priorities. The strategy is designed to be flexible and adaptable. It considers the needs of all stakeholders and the importance of a collaborative approach to achieving outcomes. It focuses on setting and achieving a regional strategic vision for the environment to 2020.

VISION

A region supporting the goals of sustainable development with optimal environmental management for an equitable and supported community and a protected and healthy environment



The development of this *Regional Environment Strategy 2016-2020* is complementary to other strategies generated by the EMRC. This includes reference to three key research advisory papers prepared to guide the EMRC's regional strategy development across integrated transport, economic development and youth.

3.5 Sustainable Development Goals (SDGs) Framework Approach

The SDGs provide a new and exciting strategic method for the EMRC to work effectively with member councils and stakeholders towards achieving excellence in environmental protection and management. The SDGs are a new universal set of goals, targets and indicators that governments, businesses and organisations can use to frame their agendas and policies over the next 15 years. Governments worldwide have already agreed to these goals, therefore now is the perfect time for the EMRC to show leadership and innovation to demonstrate how adoption of the SDGs framework in future strategies and actions could be embedded sustainably across all functions into the future.

The EMRC and member councils have a significant role in using the SDGs as a fundamental tool in decision making because the goals were developed with the role

of government clearly in mind. Some of the SDG targets are directly or closely related to the daily work of local and regional governments, such as water management, energy use and biodiversity protection.

To implement the SDGs and targets, there is a call for governments, non-government organisations, the private sector and civil society to work more closely together, particularly when harnessing new technology, as we move from the third industrial revolution: digital technologies, into the fourth industrial revolution: smart systems and biotechnologies.

This new approach to the EMRC's Regional Environment Strategy will entail a strategic focus; technical excellence; better integration of government; business and community initiatives; and a greater commitment to environmental responsibility. It acknowledges the importance of environmentally focused activities that harness innovation and maximise potential for positive outcomes across social and economic as well as environmental spheres.



Strategic Objectives

The development of the Regional Environment Strategy 2016-2020 acknowledges environmental assets, potential issues and benefits where the efforts of the EMRC, member councils and regional stakeholders could have the greatest positive impact on the environment. The vision and the strategic objectives arose from an initial technical discussion paper that explored key environmental drivers for the region and a consultative process with the EMRC member councils and key stakeholders.

Perth's Eastern Region leads and innovates, resulting in a region that...

LOCAL CHALLENGES

Biodiversity conservation

Bushfire protection

Sustainable urban growth

Waste management

Water scarcity

Water quality

Fossil fuel dependence

Climate change

STRATEGIC OBJECTIVES

Has sufficient and sustainably managed water resources and good water quality in rivers and wetlands.

Adopts sustainable, affordable and modern energy sources and promotes energy efficiency.

Fosters safe, resilient, resource efficient and environmentally sustainable urban areas.

Fosters sustainable consumption and production patterns and promotes sustainable lifestyles.

Addresses climate change and its impacts through mitigation and adaptation.

Protects, restores and enhances terrestrial ecosystems, addresses land degradation and prevents biodiversity loss.

Contributes to the global partnership for sustainable development and achievement of relevant SDGs and targets.

GLOBAL DRIVERS SHAPE LOCAL CHALLENGES

Initially, the issues and key challenges facing each Local Government Authority were considered and opportunities to improve regional environmental outcomes were sought (see Appendix 1). Once the most relevant global drivers were identified, it became clear that they closely linked to seven of the global SDGs (see Figure 3).

Linking the challenges and opportunities in the light of the new *Regional Environment Strategy 2016-2020* vision, it was possible to identify potential initiatives, classified under each respective SDG. Further analysis and stakeholder input

resulted in a draft *Regional Environment Strategy 2016-2020* that was then further tested with member councils and key stakeholders before finalising into an Action Plan that can be found in the rear of this strategy.

The strategic objectives of the *Regional Environment Strategy 2016-2020* are ordered below by the relevant SDG and have been informed by the global SDG targets relevant to environmental management in local government as well as the EMRC Regional Environment Strategy research and consultation process.



Figure 3.
EMRC Identified Challenges,
Strategic Objectives and the SDGs

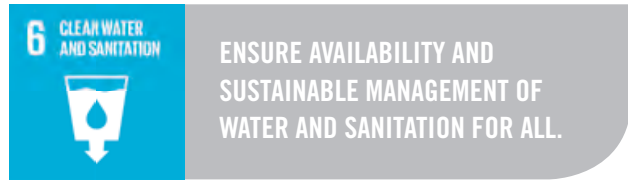
4.1 Clean Water and Sanitation (SDG 6)

Strategic Objective 1: Our region has sufficient and sustainably managed water resources and good water quality in rivers, wetlands and groundwater.

Perth's Eastern Region has considerable surface water assets including the Swan and Helena Rivers, tributaries, lakes and significant wetlands. The EMRC has worked with member councils in catchment management including waterway restoration. The support of the EMRC with the Department of Parks and Wildlife and member councils for regional natural resource management initiatives has contributed to a wide range of efforts involving five catchment groups and approximately 1,700 community volunteers.

In a drying climate, availability of sufficient water into the future is a key concern for member councils and the EMRC, especially in groundwater-dependent areas and maintenance of public open space. The EMRC has worked with member councils to implement programs and initiatives to increase water use efficiency and improve water quality, both in the corporate and community sectors. Perth's Eastern Region now has five Waterwise Councils and one of the lowest per capita community scheme water consumption levels in the Greater Perth Metropolitan Area.

The EMRC's partnership with the Cooperative Research Centre for Water Sensitive Cities has enabled the new Water Sensitive City Index Tool to be trialled by the City of Swan, one of only two local governments in Western Australia.



Relevant SDG targets

- 6.3** By 2030, improve water quality by reducing pollution, eliminating dumping and minimising release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.
- 6.4** By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.
- 6.5** By 2030, implement integrated water resources management at all levels, including through trans-boundary cooperation as appropriate.
- 6.6** By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes.



5 catchment groups and

1,700 community volunteers

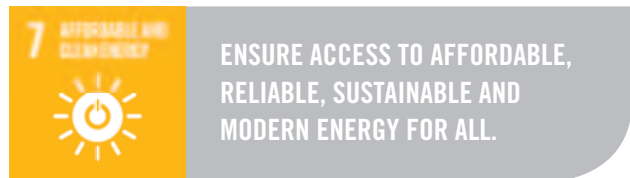


4.2 Affordable and Clean Energy (SDG 7)

Strategic Objective 2: Our region adopts sustainable, affordable and modern energy sources and promotes energy efficiency.

Renewable energy in Australia and globally is becoming increasingly affordable and the cost of solar and wind energy is predicted to fall further while the technology continues to improve. Although Australia is currently lagging in the adoption of commercial-scale renewable energies, Perth's Eastern Region has the potential to be a leader in adopting renewable energies such as solar and wind, building on previous projects and using new technology to increase efficiency and quantum of power produced as well as introducing storage to enhance cost effectiveness.

The EMRC member councils have contributed toward improving energy efficiency through the Cities for Climate Protection and Achieving Carbon Emissions Reduction programs. Solar photovoltaic systems have been installed in a variety of member council buildings through the Perth Solar City program and the region reduced its energy use by around 829,790 kilowatt hours per annum through the Community Energy Efficiency Program. Ongoing energy efficiency is being achieved through carbon reduction actions, including solar photovoltaic installations on council facilities and EMRC's wood waste to energy project at the Hazelmere Resource Recovery Park.



Relevant SDG targets

- 7.1** By 2030, ensure universal access to affordable, reliable and modern energy services.
- 7.2** By 2030, increase substantially the share of renewable energy in the global energy mix.
- 7.3** By 2030, double the global rate of improvement in energy efficiency.



4.3 Sustainable Cities and Communities (SDG 11)

Strategic Objective 3: Our region fosters safe, resilient, resource efficient and environmentally sustainable urban areas.

This objective will be supported by a 'green growth' approach to economic development, which places emphasis on valuing environmental resources and finding innovative ways to improve the management of these resources to achieve economic growth goals such as job creation, productivity and increased local prosperity. Sustainable cities and communities focus on well planned and designed urban areas that can support a growing population without compromising environmental outcomes. The EMRC's member councils already have considerable land use planning experience and allocate resources to environmental management of local environmental assets.

The region aspires to have a natural environment that is protected, enhanced and maintained for future generations. Member councils and the EMRC have worked together on issues related to current and future urban growth pressure and improved land management in developments, as well as on sustainable land management through the extensive and active land care networks. Initiatives such as the Light Industry Working Group and Sediment Task Force are working collaboratively to address urban pollution issues.

The EMRC has established strong links between environmental management and mainstream governance towards climate change adaptation in urban development as well as integrating resource efficiency. Initiatives such as the Urban Forest Masterclass and 2020 Vision partnership have provided opportunities for the region to embrace sustainable development, while the Understanding and Managing Flood Risk project is providing disaster resilience and emergency preparedness. Key advocacy on emerging planning policies and guidelines will ensure that a regional approach to urban planning is supported.



Relevant SDG targets

- 11.2** By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.
- 11.3** By 2030, enhance inclusive and sustainable urbanisation and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.
- 11.4** Strengthen efforts to protect and safeguard the world's cultural and natural heritage.
- 11.5** By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations.
- 11.6** By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.
- 11.7** By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.
- 11.a** Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning.
- 11.b** By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels.

4.4 Responsible Consumption and Production (SDG 12)

Strategic Objective 4: Our region fosters responsible consumption and production patterns and promotes environmentally responsible lifestyles.

Education and knowledge in relation to responsible consumption of natural resources is important in contributing towards this objective. The EMRC already provides substantial information on natural resource management, energy, water and climate change. The EMRC and its member councils promote sustainable lifestyles and business practices through their websites, school programs, flyers, events, workshops and environmental consulting projects.

There are opportunities for the region to embrace whole of life cycle sustainable procurement practices and support local and regional industry clusters and supply chains within economic development to enhance the efficient use of resources.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



ENSURE SUSTAINABLE CONSUMPTION AND PRODUCTION PATTERNS.

Relevant SDG targets

- 12.2** By 2030, achieve the sustainable management and efficient use of natural resources.
- 12.7** Promote public procurement practices that are sustainable, in accordance with national policies and priorities.
- 12.8** By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.



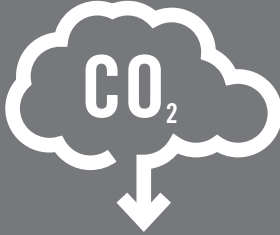
4.5 Climate Action (SDG 13)

Strategic Objective 5: Our region addresses climate change and its impacts through mitigation and adaptation.

For the EMRC and member councils, climate change governance in an urban environment has been identified as important in environmental strategies. The EMRC has worked effectively with member councils and other stakeholders on both climate change mitigation through energy efficiency via the Achieving Carbon Emissions Reduction Program, the adoption of renewable energy and climate change adaptation through the development of regional and local adaptation action plans through the Future Proofing Regional Climate Change Program.

The region has contributed toward reducing greenhouse gas emissions through the Cities for Climate Protection, Perth Solar City and Achieving Carbon Emissions Reduction programs and the region has reduced its greenhouse gas emissions by around 552 tonnes of carbon dioxide equivalent (CO₂-e) annually through the Community Energy Efficiency Program. Ongoing greenhouse gas mitigation is being achieved through Carbon Reduction Strategies, data monitoring and action implementation.

Initiatives such as the Climate Change Risk Awareness Seminars (through the Future Proofing Regional Climate Change Program) and Urban Forest Masterclass have provided support to member council efforts to address climate change impacts, while the Understanding and Managing Flood Risk project is providing adaptive capacity to climate-related hazards and natural disasters.



The region has reduced its greenhouse gas emissions by around **552** tonnes of carbon dioxide equivalent through the Community Energy Efficiency Program.



* Acknowledging that the United Nations Framework Convention on Climate Change is the primary international, intergovernmental forum for negotiating the global response to climate change.

Relevant SDG targets

- 13.1** Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.
- 13.2** Integrate climate change measures into national policies, strategies and planning.





13.3

Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

4.6 Life on Land (SDG 15)

Strategic Objective 6: Our region protects, restores and enhances terrestrial ecosystems, addresses land degradation and prevents biodiversity loss.

Perth's Eastern Region encompasses approximately one third of the Perth Metropolitan Area and therefore has considerable and varied terrestrial ecosystems. The region aspires to have a natural environment that is protected, enhanced and maintained for future generations. Member councils and the EMRC have worked together on sustainable land management through their extensive and active land care networks. Natural resource management has been a key feature of the EMRC's partnerships with member councils, regional stakeholders and researchers, through initiatives such as Bush Skills 4 Youth, Green Army, 20 Million Trees and the Healthy Wildlife Healthy Lives project.

There continues to be opportunities for the EMRC to provide support to the region through implementation of programs around sustainable land management and environmental stewardship, including supporting volunteer networks and increasing community capability, as well as through integrating ecosystem and biodiversity protection into planning processes.



PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS.

Relevant SDG targets

15.1

By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements.

15.3

By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world.

15.5

Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species.

15.8

By 2020, introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems and control or eradicate the priority species.

15.9

By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts.



4.7 Partnerships (SDG 17)

Strategic Objective 7: Our region contributes to the global partnership for sustainable development and achievement of relevant SDGs and targets.

The EMRC has worked closely with partners and member councils for over 30 years. This has led to opportunities for knowledge sharing to support strengthened governance across all initiatives. The EMRC's Environmental Services team has actively supported regional and local achievements through previous environmental strategies and also contributed to positive environmental outcomes for the community and industry.

Working towards the SDGs will require robust data to capture progress and evidence to inform decision making. It will be necessary to develop and use environmental and green growth indicators and achieve environment-economy integration over time.

In a context where online technology is an increasingly important mode of communication and information data is valuable, the region has opportunities to increase the use of digital data capture, systems development and analysis and new communication modes, as well as improve cross-boundary links through information networks to new and existing partners. The EMRC is well-placed to have a stronger digital presence that will support and facilitate the other priorities that it pursues.



Relevant SDG targets

- | | |
|--------------|--|
| 17.14 | Enhance policy coherence for sustainable development. |
| 17.16 | Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilise and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries. |
| 17.17 | Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships. |



Sustainable Development Enablers

In order to deliver the key initiatives, the EMRC needs to support member councils where required. The EMRC acknowledges that member councils have built considerable environmental knowledge and skills over the last decade and understands that its role is changing and diversifying from mainly delivering programs and projects to additionally offering more coordination and technical support; providing knowledge and innovation; and adding value to the skills that already exist within member councils, the community and other key stakeholders.

The support will not duplicate existing activities but act as “enablers” that will add value to member councils’ own initiatives. The actions of the EMRC and the intention of this strategy is to provide guidance relating to the types of support and activities that can create a stronger platform for member councils to achieve environmental outcomes in a way that adds value to the activities that they undertake individually.

Sustainable development enablers have been identified through the strategy development: regional advocacy; education, information and engagement; cross regional programs; funding; strategic consulting; technical support; and research and innovation.

Enablers guide the implementation of the EMRC strategy as a whole as well as the *Regional Economic Development Strategy 2016-2020* and *Regional Integrated Transport Strategy 2016-2020*, both of which are being developed with reference to the *Regional Environment Strategy 2016-2020*. The nature of environmental management requires a proactive approach to underpin other strategies to prevent future environmental issues occurring. This requires flexibility and responsiveness in the types of support that need to be provided in different goals, at different times.

The enablers forge the link between local and regional action and global and national opportunities (see Figure 3). The focus of the *Regional Environment Strategy 2016-2020* will be to use the enablers to optimise benefits for the region in a partnership approach.

5.1 Regional Advocacy

Advocacy is one of the key types of support provided by the EMRC Environmental Services team that member councils have valued highly. The EMRC can contribute technical expertise to advocate to state or federal levels or the private and non-government sectors for funding or other types of support and for recognition of the achievements, assets and concerns that are pertinent to the EMRC’s member councils. It may also include advocacy to support members of environmental teams, within member councils, for greater incorporation of particular environmental considerations into broader policy and planning at a high level within member councils. There was a high level of continuing demand among member councils and stakeholders for advocacy relating to environmental services across all of the SDGs.



The EMRC, by collaborating with member councils and other stakeholders, facilitates strategies and actions for the benefit of Perth’s Eastern Region.

5.2 Education Information and Engagement

Provision of education information and engagement relating to specific environmental concerns was important to member councils and stakeholders moving forward across all of the SDGs. This may include education, engagement or information from the EMRC to its member councils individually or collectively, as well as directly to the community of Perth's Eastern Region. A common challenge for member councils related to communication with their community members and maintaining community interest and engagement in environmental matters.

5.3 Cross-regional Programs

Cross-regional programs comprises the design and delivery of regional projects or programs by the EMRC across some or all member councils. The EMRC's member councils valued past projects that were innovative and specialised and had a regional outcome. Past and current programs such as the Eastern Region Catchment Management Program are examples of cross regional programs that have been highly valued by member councils. Member council representatives indicated that design and delivery of strategic cross regional programs and projects remains relevant to them in the future. Cross-regional programs are most applicable in areas that require cross boundary collaboration such as catchment management, transport and in cases where program delivery is more cost efficient at a regional scale compared with implementation by individual member councils.

5.4 Funding

Funding may be provided in instances where the EMRC Environmental Services team are able to provide (from attracting external grants) funds to member councils to implement particular initiatives. This was one of the key areas that member councils valued among the support provided by the EMRC Environmental Services team to date. Member councils also valued receiving grant writing assistance where required.

5.5 Strategic Consulting

Strategic consulting comprises high level support for policy and program development. For example, high level support for incorporating environmental matters into local government planning and policies. This is a service that is expected to be provided on a fee-for-service basis on demand by member councils. The EMRC's member councils require such strategic services from time to time, and particularly, require that they are cost-effective as compared to procuring private sector consultants, able to be timely and flexible in the procurement and delivery of strategic consulting. It is also important to member councils and stakeholders that the EMRC have the capacity to provide a high level of strategic expertise and not only operational and technical expertise.

5.6 Technical Support

Technical support is provided on a similar model to strategic consulting, however, it relates to particular technical areas of operation applicable to the EMRC's member councils. For example, this may include support to select or implement a particular technique for weed control, or support to conduct energy efficiency audits. A specialised consultant may be contracted across the region for identified programs / projects issues, as well as to assist with policy development.

5.7 Research and Innovation

This enabler comprises of conducting and supporting regional research projects directed to benefit the EMRC's member councils and stakeholders. This includes designing and conducting research projects. It may also entail partnership with universities to attract researchers and research students to conduct their research in Perth's Eastern Region and to contribute technical expertise in environmental management to research projects. Particular focus areas where there was demand among member council's and stakeholder representatives for research and innovation were water sensitive urban design, climate change adaptation, renewable energy, land management and biodiversity conservation.

5.8 Collaboration

This enabler covers the collaborative efforts between the EMRC, member councils and other stakeholders to support achievement across all areas of the strategy. This includes the facilitation of communication, knowledge sharing and networking, that the member councils and stakeholders identified as being important. This was an area where improvements to current practices are required, for example in providing a consistent format and language in communication between different Local Government Areas and the different levels within them. Member councils and stakeholders also have few opportunities for effective communication and knowledge sharing with each other. The EMRC could provide a greater role to facilitate these opportunities in a manner that is cost effective and suitable for member council staff. This enabler also includes capacity building support for member councils to ensure that they have sufficient capacity to collaborate effectively and participate in the *Regional Environment Strategy 2016-2020* implementation.

Sustainable development enablers include regional advocacy; education, engagement and information; cross-regional programs; funding; strategic consulting; technical support; research and innovation; and collaboration.

Implementation

The EMRC will implement this strategy in accordance with the principles set out below. Projects, programs and initiatives will be required to be consistent with the vision of this strategy, the role of the EMRC and be best suited to achieve environmental sustainability in the region.

6.1 EMRC's 10 Year Strategic Plan 2017 to 2027

All projects and activities undertaken by the EMRC must reflect the objectives within the EMRC's *10 Year Strategic Plan 2017 to 2027*.

Key Result Area 1 - Environmental Sustainability

Our aim is to deliver a range of environmental services that enable the region and member councils to meet their responsibilities and community expectations for sustainable and adaptive environmental initiatives, and to maintain and enhance the natural assets of the region.

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

Key Result Area 2 - Economic Development

Our aim is to facilitate and advocate for the sustainable economic and social development of the region.

- 2.1 To facilitate and advocate for increased investment in regional infrastructure
- 2.2 To facilitate and advocate for regional economic development activities
- 2.3 To facilitate regional cultural and recreational activities.

Key Result Area 3 - Good Governance

Our aim is ensure that EMRC is a responsive, progressive and responsible organisation.

- 3.1 To provide advice and advocacy on issues affecting Perth's Eastern Region
- 3.2 To manage partnerships and relationships with stakeholders
- 3.3 To provide responsible and accountable governance and management of the EMRC.

6.2 EMRC's Service Delivery Model

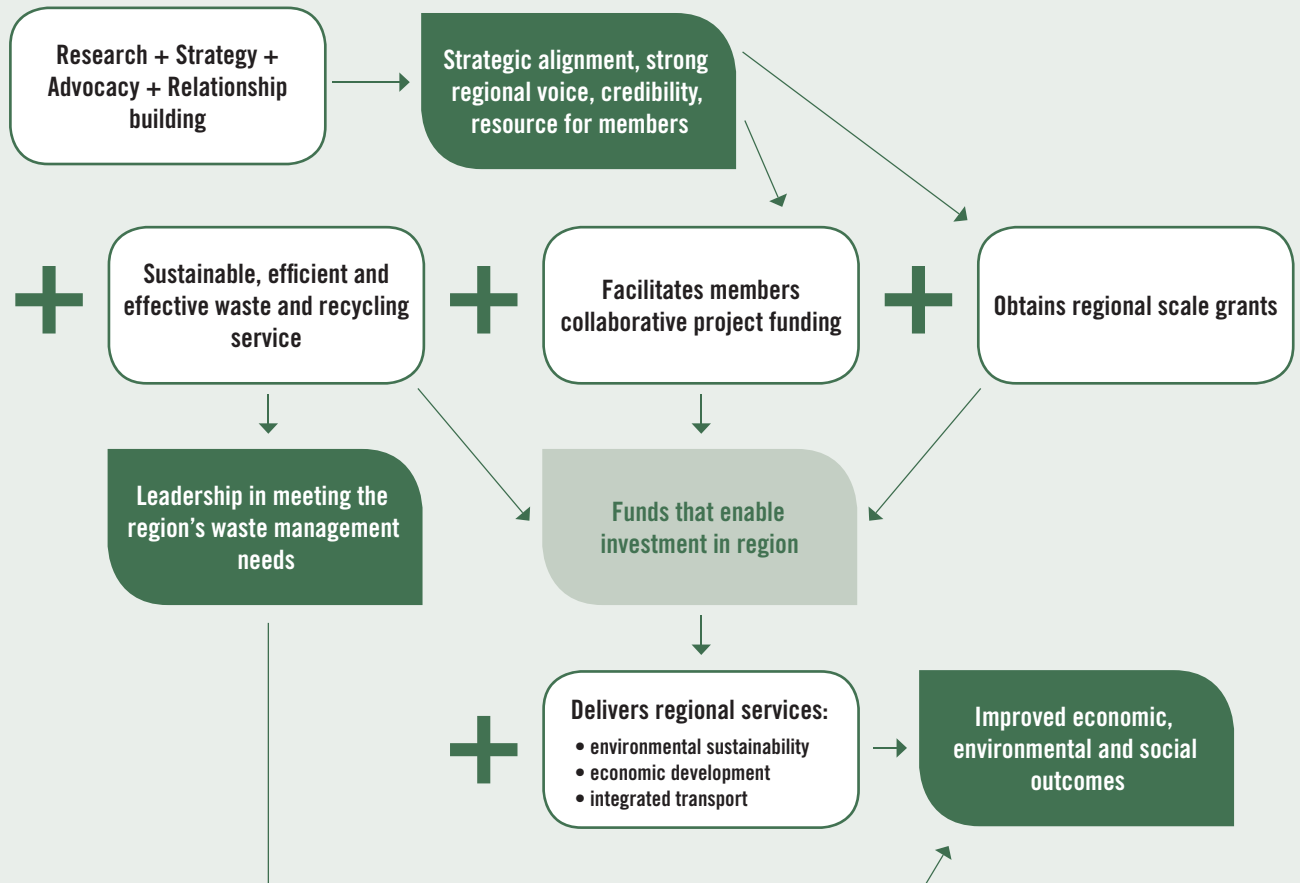
The EMRC's Establishment Agreement enables the EMRC to undertake a range of projects and services and provides a means for member councils to share resources and facilities. The cooperative, political and executive framework of the EMRC enables the member councils individually and collectively to promote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

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



The EMRC represents a model of successful collaboration and, for 30 plus years, has initiated and led projects for its member councils that deliver real benefits to the region in the areas of waste management and resource recovery, environmental, sustainability and regional economic development.

EMRC SERVICE DELIVERY MODEL



The EMRC recognises that effectively addressing sustainability issues cannot be carried out in isolation. This appreciation of the value of collaboration is also explicitly built into the design of the SDGs, with SDG 17 outlining various targets for cross sector partnerships. Through the SDGs, the EMRC

wishes to bring together member councils, business, industry, community and other key stakeholders around this shared set of goals and priorities. The EMRC will deliver environmental and sustainability outcomes as collaborative approaches as opposed to stand alone actions.

Through the SDGs, the EMRC wishes to bring together member councils, business, industry, community and other key stakeholders around this shared set of goals and priorities.



6.3 Priority Determinants

For an initiative to be progressed it is recommended that it should strongly display at least three of the following seven priority determinants and not negatively affect any priority determinants.

6.3.1 Regional Significance

Relevance across local government boundaries or to unique cross boundary assets, projects with significant regional influence, or addressing regional, state or federal priorities.

6.3.2 Sustainable Development Goals

Contributes to individual and collective progress towards more than one Sustainable Development Goal.

6.3.3 Economies of Scale

Likely to be significantly cheaper or more efficient on a regional scale. Likely to have enhanced collective benefits on a regional scale.

6.3.4 Emerging Issue / Opportunity

New, innovative or pilot activity that could be expanded to other member councils or take advantage of newly emerged opportunities, such as funding, or address newly emerged threats to mitigate further issues.

6.3.5 Investment Ready

Seed projects or those likely to attract significant income or investment through grants or sponsorship.



6.3.6 Profile

Raising awareness of the region, the EMRC and / or member councils as leaders and innovators.

6.3.7 Collaboration

Requires collaboration or partnership between member councils and / or other key stakeholders, such as researchers or industry.

6.4 Monitoring and Review

Effective implementation also requires regular reporting. All member councils and the EMRC Council will be kept up to date with progress towards the *Regional Environment Strategy*

2016-2020. This will occur regularly through a newly created Regional Environment Strategy Regional Advisory Group and an annual review by the EMRC. It is important to note that the actions under each objective are not exhaustive and, given the rapid pace of change in the sector, these will need to be reviewed annually and updated to reflect new advances or threats and emerging opportunities and trends. Where appropriate, the community will be informed of significant progress developments through the EMRC website, media releases and newsletter. An annual review of progress will allow the *Regional Environment Strategy 2016-2020* to act as a living document, evolving over time as issues confronting the region change and actions are completed.



Proposed Initiatives

The vision for the Regional Environment Strategy 2016-2020 is: A region which supports the goals of sustainable development with optimal environmental management for an equitable and supported community and a protected and healthy environment.

The initiatives in the following tables have been identified as being priorities for delivery by the EMRC for member councils and key stakeholders from review of strategic documents and extensive consultation in order to achieve the strategic objectives of the *Regional Environment Strategy 2016-2020*. All initiatives meet at least three of the priority determinant categories (Section 6.3) with the majority meeting four or more, making them priority initiatives for progression. Following are guidelines to assist in reading and understanding the Action Table:

- The first column indicates the SDGs that are relevant to the particular initiative. However, for many initiatives, implementation will have an impact on more than one SDG. In those cases all relevant SDGs are listed with the first mentioned SDG considered the priority goal. The expected outcomes are detailed to guide the development and evaluation of each project / activity.
- The Key Result Areas refer to the objectives within the EMRC's *10 Year Strategic Plan 2017 to 2027* that the initiative will assist in achieving.
- The sustainable development enablers are listed to assist the EMRC and partners to identify if they have the enablers in house or need to outsource particular elements to ensure the projects are successful.
- 'Transformational initiatives' are highlighted in light green. These are the initiatives that are new or additional to the current core business of the EMRC Environmental Services team and will require particular focus for implementation.

It is also important to understand that the initiatives listed below are to be used as a guide only and are not exhaustive of the activities that may arise from the identified strategic objectives in this strategy. The EMRC and its partners will treat the Action Plan as a live document and be proactive and reactive as situations arise or are seen to be developing.



During the consultation, using “SDG money”, the following five initiatives were considered to be the most important by member council and key stakeholder representatives who attended the workshops during the development of the *Regional Environment Strategy 2016-2020*. They are, in order of priority:

- Secure funding for implementation of regional urban heat island effect mitigation program including technical support or strategic consulting for urban canopy enhancement. (3.1)
- Provide technical support and advocacy to member councils to develop consistent and reliable data systems in relation to environmental assets. (7.1)
- Provide technical support and advocacy to member councils to develop consistent cost benefit analysis tools in relation to environmental assets. (7.2)
- Continue to build partnerships and provide technical support, research and information relating to weed, pathogen control. (6.1)
- Identify funding opportunities that enable restoration of degraded land and soil as opportunities arise. (6.2)

In addition, although all of the enablers were considered important, the SDG dollars were used by the member council and stakeholder representatives to signal which enablers they perceived as most beneficial to achieving positive environmental outcomes within the region. The four most highly valued (in order) are: Cross-Regional Programs; Education, Engagement and Information; Regional Advocacy; and Funding.

The four most highly valued enablers (in order) are: cross-regional programs; education, engagement and information; regional advocacy; and funding.



Action Plan



Strategic Objective 1: Our region has sufficient and sustainably managed water resources and good water quality in rivers, wetlands and groundwater.

Initiative	SDGs	Expected outcomes	KRAs	Enablers
1.1. Continue to provide a regional water management program including data management and information sharing.	6, 11	<ul style="list-style-type: none"> • Member council and key stakeholder water objectives supported. • Waterwise Council (Department of Water and Water Corporation) program participation supported. • Water data management supported. • New WAtErways water capacity building program supported. 	1.5, 3.2	<ul style="list-style-type: none"> • Cross-regional programs • Technical support • Education, information and engagement.
1.2. Continue to partner with universities / researchers such as the CRC for Water Sensitive Cities to identify innovative ways for local governments and community members / industry to increase water use efficiency.	6, 11	<ul style="list-style-type: none"> • Increased water literacy among community, industry, EMRC and member councils. • Increased water use efficiency. • Effective partnerships. 	1.5, 2.2	<ul style="list-style-type: none"> • Research and innovation • Technical support • Collaboration • Education, information and engagement.
1.3. Facilitate the adoption of new research, tools and technologies to assist the transition to a water sensitive city.	6, 11	<ul style="list-style-type: none"> • Adoption of water sensitive tools and technologies. • Increased water literacy and engagement with sustainable water management. 	1.5, 2.2	<ul style="list-style-type: none"> • Research and innovation • Technical support • Funding • Education, information and engagement.
1.4. Advocate to relevant government departments to incorporate water sensitive urban design principles planning policies.	6, 11, 15	<ul style="list-style-type: none"> • Enhanced water quality and availability through application of water sensitive urban design. 	1.5, 2.1	<ul style="list-style-type: none"> • Regional advocacy • Education, information and engagement.

Initiative	SDGs	Expected outcomes	KRAs	Enablers
1.5. Coordinate member council and community education program (water efficiency and sustainable water use practices).	6, 11, 17	<ul style="list-style-type: none"> • Reduced water use and improved knowledge. 	1.5, 2.1	<ul style="list-style-type: none"> • Education, information and engagement • Technical support • Cross-regional programs.
1.6. Advocate to state level policy bodies on behalf of member councils to mandate Water Sensitive Urban Design inclusion in all planning instruments.	6, 11, 15	<ul style="list-style-type: none"> • Increase awareness of the need for increased Water Sensitive Urban Design. • Increased incorporation of Water Sensitive Urban Design in planning instruments. • Increased adoption of Water Sensitive Urban Design in public open space and new urban developments. • Enhanced social and health outcomes associated with improved environmental health. • Improved water management (including improved water quality, storm water management, public amenity, reduced flood risk). 	1.5, 2.1	<ul style="list-style-type: none"> • Regional advocacy.
1.7. Monitor developments in Water Sensitive Urban Design and keep member councils, stakeholders, and community members informed of new innovations.	6, 11, 15	<ul style="list-style-type: none"> • Well informed member councils and broader community. • Increased adoption of Water Sensitive Urban Design. 	1.5	<ul style="list-style-type: none"> • Education, information and engagement.
1.8. Facilitate a regional workshop to identify priority needs for strategic consulting and technical support in relation to Water Sensitive Urban Design. Identify and communicate the EMRC's current capacity to deliver support.	6, 11, 15	<ul style="list-style-type: none"> • Priorities identified. • Technical and strategic support requirements identified. • The EMRC's capacity to deliver support identified and communicated to member councils. 	1.5, 3.2	<ul style="list-style-type: none"> • Strategic consulting • Technical support.
1.9. Facilitate water quality monitoring and improvement activities under a cross-regional catchment management program.	6, 11, 15	<ul style="list-style-type: none"> • Enhanced water quality. • Water-based ecosystem restoration facilitated. • Support provided to community groups. • Ongoing community engagement in natural resources management. 	1.5, 3.1	<ul style="list-style-type: none"> • Cross-regional programs • Funding • Regional advocacy • Technical support • Collaboration.

Initiative	SDGs	Expected outcomes	KRAs	Enablers
1.10. Advocate to secure funding for identified priority water related projects and activities.	6, 11	<ul style="list-style-type: none"> • Increased availability of funding to implement water related projects and activities. 	1.5, 3.1	<ul style="list-style-type: none"> • Regional advocacy • Funding.
1.11. Coordinate Local Government Areas, business and community education program on water management.	6, 11, 12	<ul style="list-style-type: none"> • Increased water literacy. • Increased water use efficiency. • Engagement of community in water management. 	1.5, 3.2	<ul style="list-style-type: none"> • Education, information and engagement • Cross-regional programs • Collaboration.
1.12. Work with key stakeholders to provide input on behalf of Perth's Eastern Region to the development of the Perth-Peel Water @ 3.5 million Strategy to investigate and pursue alternative water supplies.	6, 11	<ul style="list-style-type: none"> • Decreased reliance on groundwater extraction and climate dependent water supplies. • Increased use of alternative water supplies e.g. wastewater re-use. • Increased water availability for maintenance of public open spaces and agriculture sectors. • Enhanced resilience of public open spaces / agriculture to decreasing water availability. 	1.5, 3.2	<ul style="list-style-type: none"> • Research and innovation • Regional advocacy • Collaboration.





Strategic Objective 2: Our region adopts sustainable, affordable and modern energy sources and promotes energy efficiency.

Initiative	SDGs	Expected outcomes	KRAs	Enablers
2.1. Identify funding and other opportunities to improve adoption of renewable energy in Perth's Eastern Region; advocate for investment.	7, 11, 13	<ul style="list-style-type: none"> Increased funding to support renewable energy adoption. Increased awareness of cost-effective renewable energy technologies. New partnerships. Increased adoption of cost-effective renewable energy technologies. 	1.5, 2.1, 3.1, 3.2	<ul style="list-style-type: none"> Education, information and engagement Regional advocacy Funding Cross-regional programs.
2.2. Advocate to government and peak industry bodies for changes to the energy market to support increased adoption of cost-effective renewable energy technologies.	7, 11, 13	<ul style="list-style-type: none"> Reduced energy costs. Increased access to cost-effective renewable energy technologies. 	1.5, 2.1, 3.1	<ul style="list-style-type: none"> Regional advocacy Collaboration.
2.3. Monitor innovations and developments relating to renewable energy and inform member councils, key stakeholders and community.	7, 11, 13	<ul style="list-style-type: none"> Increased awareness of opportunities for cost effective and best practice renewable energy adoption. Increased adoption of cost-effective renewable energy technologies. 	1.5	<ul style="list-style-type: none"> Education, information and engagement Research and innovation.
2.4. Advocate for / attract investment (private or public) for renewable energy adoption, including investigating private-public partnerships.	7, 11, 13	<ul style="list-style-type: none"> Funding secured to enable broader renewable energy adoption. 	1.5, 2.1, 3.1	<ul style="list-style-type: none"> Regional advocacy.
2.5. Advocate to Synergy for a demonstration site of solar batteries to be located in Perth's Eastern Region.	7, 11, 13	<ul style="list-style-type: none"> Increased awareness of cost-effective renewable energy technologies. New partnerships. Increased adoption of cost-effective renewable energy technologies. 	1.5, 2.1, 3.1	<ul style="list-style-type: none"> Education, information and engagement Regional advocacy Cross-regional programs.
2.6. Coordinate Local Government Areas, business and community education programs on energy efficiency and renewable energy.	7, 11, 12, 13	<ul style="list-style-type: none"> Increased awareness of cost-effective renewable energy technologies. Increased adoption of cost-effective renewable energy technologies. Increased engagement of community with energy efficiency and renewable energy. 	1.5, 3.1, 3.2	<ul style="list-style-type: none"> Education, information and engagement Cross-regional programs.



Strategic Objective 3: Our region fosters safe, resilient, resource efficient and environmentally sustainable urban areas.

Initiative 3.1 was considered the most important of all initiatives by the majority of stakeholders.

Initiative	SDGs	Expected outcomes	KRAs	Enablers
3.1. Secure funding for implementation of regional urban heat island effect mitigation program including technical support or strategic consulting for urban canopy enhancement.	11, 13, 15	<ul style="list-style-type: none"> Funding secured for program implementation. 	1.5, 3.1, 3.2	<ul style="list-style-type: none"> Cross-regional programs Regional advocacy Technical support.
3.2. Work with member councils to design a regional urban heat island effect mitigation program including technical support or strategic consulting for urban canopy enhancement.	11, 13, 15	<ul style="list-style-type: none"> Urban heat island effect mitigation program designed to meet the needs of the region. Member council and key stakeholder priorities for urban canopy improvement supported. 	1.5, 3.2	<ul style="list-style-type: none"> Cross-regional programs Technical support Strategic consulting Collaboration.
3.3. Implement regional urban heat island effect mitigation program including technical support or strategic consulting for urban canopy enhancement. To include development of data solutions to support implementation and monitoring.	11, 13, 15	<ul style="list-style-type: none"> Reduced urban heat island effect. Increased amenity. Increased contribution to climate change mitigation / adaptation through increased urban canopy. Enhanced social and public health outcomes associated with improved environmental health. Data solutions to meet member council identified needs. Member council and key stakeholder priorities for urban canopy supported. 	1.5, 3.2	<ul style="list-style-type: none"> Cross-regional programs Technical support Strategic consulting Collaboration.
3.4. Support member councils to increase the incorporation of environmental considerations in their high level strategies, their planning policies, and operational procedures.	11, 17	<ul style="list-style-type: none"> Improved environmental protection through incorporation in planning. 	1.5, 3.1, 3.2	<ul style="list-style-type: none"> Education, information and engagement Strategic consulting Research and innovation Regional advocacy.

Initiative	SDGs	Expected outcomes	KRAs	Enablers
3.5. Provide member councils and industry with ongoing information related to 'green growth' to facilitate it becoming an approach to economic development.	11, 12	<ul style="list-style-type: none"> Increased integration of environmental sustainability in broader governance processes, policies and strategies. 	1.5, 2.2	<ul style="list-style-type: none"> Education, information and engagement Research and innovation.
3.6. Advocate to state government on behalf of member councils to mandate inclusion of environmental considerations in all planning instruments and processes to support enhanced environmental outcomes from development.	11, 13, 15	<ul style="list-style-type: none"> Increase awareness of the need for environmental considerations within planning. Increased adoption of appropriate and supported public open space in new urban developments. Enhanced social and health outcomes associated with improved environmental health. 	1.5, 3.1	<ul style="list-style-type: none"> Regional advocacy Collaboration.
3.7. Advocate to state planning agencies, such as the WA Planning Commission, to have regard for environmentally sensitive areas in policy development and planning decisions in urban areas.	11	<ul style="list-style-type: none"> Increase awareness of the need for environmental considerations within planning. Enhanced environmental and sustainability outcomes from more appropriate planning. Improved communication between state planning agencies and local government. 	1.5, 3.1	<ul style="list-style-type: none"> Regional advocacy Collaboration.
3.8. Advocate for an electric vehicle project specifically in Perth's Eastern Region. e.g. partner with RAC for a demonstration project such as e-Bike trial, installing charging stations for electric cars / bikes.	11, 13	<ul style="list-style-type: none"> Reduction in carbon emissions. Increased use of green energy. Increased awareness of green energy. 	1.5, 3.2	<ul style="list-style-type: none"> Research and innovation Education, information and engagement Collaboration.
3.9. Explore alternative options to support member councils to maintain and improve public open space in line with community demand. e.g. where the demand for public open space availability and usage is likely to increase as a result of infill development.	11, 15	<ul style="list-style-type: none"> Appropriate public open space availability. New / amended open space policies, if required. Agreed development contribution schemes based on identified good practices. 	1.5, 3.1	<ul style="list-style-type: none"> Regional advocacy Collaboration.
3.10. Support the implementation of the Regional Economic Development Strategy 2016-2020 and Regional Integrated Transport Strategy 2016-2020.	11, 17	<ul style="list-style-type: none"> Integrated planning and implementation. 	1.5, 2.2, 3.1	<ul style="list-style-type: none"> Regional advocacy Collaboration.



Strategic Objective 4: Our region fosters responsible consumption and production patterns and promotes environmentally responsible lifestyles.

Initiative	SDGs	Expected outcomes	KRAs	Enablers
4.1. Provide technical assistance for member councils to embed environmental considerations into their procurement guidelines.	12	<ul style="list-style-type: none"> Improved environmental outcomes through more rigorous procurement practices. 	1.5, 3.2	<ul style="list-style-type: none"> Technical support Education, information and engagement.
4.2. Continue to provide education, information and engagement targeted at member councils and the community to promote the adoption of environmentally responsible lifestyles.	12	<ul style="list-style-type: none"> Increased awareness among Local Government Areas, community and industry of responsible consumption and production practices. Increased adoption of sustainable lifestyles. 	1.5, 2.2	<ul style="list-style-type: none"> Education, information and engagement Cross-regional programs.
4.3. Advocate to potential private sector investors for investment in regional industry clusters and supply chains using a 'green growth' approach.	12, 11	<ul style="list-style-type: none"> Enhance efficient use of resources. Promote sustainable economic growth. Support 'green growth' approach to economic development. 	1.5, 2.2	<ul style="list-style-type: none"> Regional advocacy Cross-regional programs.





Strategic Objective 5: Our region addresses climate change and its impacts through mitigation and adaptation.

Initiative	SDGs	Expected outcomes	KRAs	Enablers
4.4. Provide education and information to member councils and community members on how to reduce their greenhouse gas emissions and adapt to specific climate change impacts.	13, 11	<ul style="list-style-type: none"> • Greater understanding of the risks and potential impacts of climate change. • Greater uptake of behavior change to support climate change adaptation. • Reduced greenhouse gas emissions. • Increased urban and peri-urban resilience to climate change. 	1.5, 3.1, 3.2	<ul style="list-style-type: none"> • Education, information and engagement • Technical support • Cross-regional programs • Regional advocacy • Collaboration.
5.1. Support member councils to progress climate change adaptation as per their identified requirements.	13, 11	<ul style="list-style-type: none"> • Increased resilience of urban environment, public open space and bushland to the impacts of global climate change. • Increased preparedness for climatic events and emergencies. 	1.5, 3.1	<ul style="list-style-type: none"> • Technical support • Strategic consulting • Regional advocacy • Funding.
5.2. Meet individually with member councils to identify support required to progress local climate change adaptation.	13, 11	<ul style="list-style-type: none"> • Strategic consulting / technical support requirements identified. 	1.5	<ul style="list-style-type: none"> • Technical support • Strategic consulting.
5.3. Advocate to all relevant state government bodies to increase the integration of climate change adaptation measures into policy and planning, including increased budget allocation.	13, 11	<ul style="list-style-type: none"> • Increased integration of climate change into state and local government policy and planning and increased budget allocation. • Increased funding support for regional climate change mitigation and adaptation actions. • Reduced greenhouse gas emissions. • Resilience to climate change impacts. • Increased awareness of climate change risks. 	1.5, 3.1	<ul style="list-style-type: none"> • Regional advocacy.



Strategic Objective 6: Our region protects, restores and enhances terrestrial ecosystems, addresses land degradation and prevents biodiversity loss.

Initiative	SDGs	Expected outcomes	KRAs	Enablers
6.1. Continue to build partnerships and provide technical support, research and information relating to pest, weed and pathogen control.	15, 11	<ul style="list-style-type: none"> Improved control of weeds and pathogens. Enhanced protection of biodiversity and ecological communities. Improved ecological condition of remnant bushland and foreshore areas Partnerships with researchers and industry. 	1.5, 3.2	<ul style="list-style-type: none"> Research and innovation Technical support Education, information and engagement Collaboration.
6.2. Identify funding opportunities that enable restoration of degraded land and soil, as opportunities arise.	15, 17	<ul style="list-style-type: none"> Improved terrestrial ecosystems. Improved biodiversity resilience. 	1.5	<ul style="list-style-type: none"> Technical support Funding.
6.3. Advocate and provide support to member councils to integrate ecosystem and biodiversity values into their planning, processes and budgets, in particular land use planning.	15, 17	<ul style="list-style-type: none"> Improved funding for biodiversity and ecosystem support. Improved budget and valuation processes. 	1.5, 3.1, 3.2	<ul style="list-style-type: none"> Regional advocacy Strategic consulting Technical support.



Initiative	SDGs	Expected outcomes	KRAs	Enablers
6.4. Coordinate cross-regional catchment management program (Eastern Region Catchment Management Program) to support priorities identified by member councils.	15, 6, 11	<ul style="list-style-type: none"> • Reduced rate of biodiversity decline. • Enhanced water quality. • Supported community groups. • Effective partnerships. • Increased community engagement with natural resources management. 	1.5, 3.1, 3.2	<ul style="list-style-type: none"> • Cross-regional programs • Regional advocacy • Research and innovation • Technical support • Collaboration.
6.5. Facilitate a workshop to identify priority needs for strategic consulting and technical support in relation to land use planning for biodiversity conservation. Identify and communicate the EMRC's current capacity to deliver support.	15, 11	<ul style="list-style-type: none"> • Priorities identified. • Technical and strategic support requirements identified. • The EMRC's capacity to deliver support identified and communicated to member councils. 	1.5, 3.2	<ul style="list-style-type: none"> • Strategic consulting • Technical support • Collaboration.
6.6. Continue to facilitate community, particularly youth, involvement in biodiversity conservation and stewardship.	15, 11, 17	<ul style="list-style-type: none"> • Enhanced protection of biodiversity and ecological communities. • Improved ecological condition of remnant bushland and foreshore areas. • Partnerships with community. 	1.5	<ul style="list-style-type: none"> • Education, information and engagement • Collaboration.





Strategic Objective 7: Our region contributes to the global partnership for sustainable development and achievement of relevant SDGs and targets.

Initiative	SDGs	Expected outcomes	KRAs	Enablers
7.1. Provide technical support and advocacy to member councils to develop consistent and reliable data systems in relation to environmental assets.	17	<ul style="list-style-type: none"> Reliable data to assist with decision making and resource allocation. 	1.5, 3.1	<ul style="list-style-type: none"> Technical support Regional advocacy.
7.2. Provide technical support and advocacy to member councils to implement consistent cost benefit analysis tools in relation to environmental assets.	17, 11	<ul style="list-style-type: none"> Increased availability of data and information and communications technology to support business cases. Consistent methodology and tools to support decision making and resource allocation. 	1.5	<ul style="list-style-type: none"> Technical support.
7.3. Provide information and strategic consulting to member councils to incorporate the SDGs into their governance and processes.	17	<ul style="list-style-type: none"> SDGs are incorporated into the EMRC and member council governance processes. 	1.5, 3.1, 3.2	<ul style="list-style-type: none"> Regional advocacy Strategic consulting Education, information and engagement.
7.4. Develop a methodology to assign value to environmental assets to assist member councils with environmental planning outcomes.	17, 11	<ul style="list-style-type: none"> Availability of tools for Environmental Asset Based Management. Availability of methodology to support integration of environmental considerations in planning and cost benefit analyses (Initiative 7.8). 	1.5, 3.2	<ul style="list-style-type: none"> Research and innovation Collaboration Education, information and engagement.
7.5. Increase online presence and digital engagement.	17	<ul style="list-style-type: none"> Improved communication with member councils, community and stakeholders. 	3.1	<ul style="list-style-type: none"> Education, information and engagement Regional advocacy.
7.6. Provide cross-regional networking opportunities to strengthen partnerships between member councils and with other stakeholders (e.g. state government agencies, community organisations including Aboriginal groups, Non-Government Organisations, etc).	17	<ul style="list-style-type: none"> Stronger partnerships to support better environmental outcomes. Improved information and knowledge sharing opportunities. 	1.5, 3.2	<ul style="list-style-type: none"> Cross-regional programs Education, information and engagement.

Initiative	SDGs	Expected outcomes	KRAs	Enablers
7.7. Support member councils to engage more effectively with the Aboriginal community in matters relating to environmental management.	17	<ul style="list-style-type: none"> Improved engagement and partnerships with the Aboriginal community. 	3.2, 3.3	<ul style="list-style-type: none"> Education, information and engagement Regional advocacy.
7.8. Design a theory of change and outcomes framework for the Regional Environment Strategy 2016-2020 with associated data collection and analysis to evaluate the strategy.	17	<ul style="list-style-type: none"> Effective tracking of Regional Environment Strategy 2016-2020 implementation. Improved monitoring and evaluation against environmental outcomes. 	1.5, 3.2	<ul style="list-style-type: none"> Education, information and engagement Technical Support.
7.9. Advocate to universities and Cooperative Research Centre's to encourage research to be conducted in Perth's Eastern Region (if possible in partnership with member councils / the EMRC).	17	<ul style="list-style-type: none"> Increased research / information and data available on environment within the EMRC. 	1.5, 3.2	<ul style="list-style-type: none"> Education, information and engagement Technical support Research and innovation Strategic consulting Funding.



Appendix 1 – Issues, Potential Benefits and Opportunities for Environmental Management in Perth’s Eastern Region

This Appendix outlines the important background information, issues, potential benefits and regional opportunities that were identified during the Regional Environment Strategy 2016-2020 development for each of the seven strategic objectives. These informed the development of the Regional Environment Strategy 2016-2020 initiatives.

Strategic Objective 1: Our region has sufficient and sustainably managed water resources and good water quality in rivers, wetlands and groundwater.

Key Issues:

- Declining availability of groundwater for water supply including maintenance of public open space.
- Continuing rainfall decline due to global climate change.
- Lack of fit for purpose and cost effective alternative water supplies.
- Lack of knowledge and understanding of alternative water supplies and their relative costs and benefits compared with groundwater extraction.
- Lack of resources and processes for uptake of Water Sensitive Urban Design.
- Nutrient in flows from residential, industrial and agricultural land use to rivers and wetlands.
- Non-nutrient contamination of rivers and wetlands.
- Reduced environmental water flow.
- Low water use efficiencies in some sectors, e.g. watering of public open spaces.
- Inefficient cross-sector water planning.



Potential Benefits:

- Enhanced water quality.
- Increased water use efficiency.
- Decreased reliance on groundwater extraction.
- Contribution to Western Australia's sustainable supply of fresh water.
- Enhanced resilience of public open space to decreasing water availability.
- Cross-boundary integrated water management.
- Increased community and business participation in water management.
- Protected and restored water related ecosystems.
- Water Sensitive Urban Design adopted as standard practice.

Regional Opportunities

- Continue to facilitate cross-regional catchment management programs.
- Facilitate restoration of water-based ecosystems, such as foreshore rehabilitation, wetland restoration.
- Continue partnerships for research and innovation in water efficiency and innovation such as the Cooperative Research Centre for Water Sensitive Cities.
- Support and enable the adoption of new research, tools and technologies to assist the transition to a water sensitive city.
- Undertake advocacy and enable collaboration to support greater emphasis on Water Sensitive Urban Design.
- Coordinate Local Government Areas, business and community education program on water management.
- Continue to provide a regional water management program to support the Waterwise Council program and other member council water objectives, including data management.
- Advocate for investment in water quality improvement and catchment management initiatives.
- Advocate for investment in water efficiency technology development and uptake.
- Identify new ways to encourage, promote and value best practice in water and catchment management.
- Where feasible, pursue alternative water supplies to groundwater extraction.

Strategic Objective 2: Our region adopts sustainable, affordable and modern energy sources and promotes energy efficiency.**Key Issues:**

- Increasing energy costs.
- Limited availability of cost-effective and readily adoptable renewable energies.
- Rapidly changing technology.
- Limited funding available.
- Expected market reform.
- Lack of operational control of inefficient street lighting infrastructure.
- Lack of engagement with energy providers.
- Limited energy market competition.
- Energy poverty for some sectors of the community.

Potential Benefits:

- Increased adoption of cost-effective renewable energy technologies.
- Improved energy efficiency and reduced energy costs.
- Resilience to market-based energy price fluctuations.
- Decreased energy use through adoption of improved practices.
- Community energy efficiency and renewable energy uptake.
- Support for a more equitable and resilient energy market.
- Improved street lighting efficiency.

Regional Opportunities

- Capitalise on energy market changes and promote benefits such as declining cost of solar energy and battery storage.
- Develop and implement a regional renewable energy and storage trial project.
- Provide strategic consulting, education and information on renewable energy sources and storage options.
- Advocate to attract investment in the region for renewable energy installation and adoption.
- Advocate to attract investment in affordable energy efficiency technology development and uptake.
- Advocate for and seek funding to improve efficiency of street lighting.
- Coordinate Local Government Areas, business and community education programs on energy efficiency and renewable energy solutions.
- Provide timely advocacy to ensure that changes to the energy market support increased adoption of cost-effective renewable energy technologies.
- Capitalise on / implement new technology, such as flexible photovoltaics, electric vehicles, new battery storage options.

Strategic Objective 3: Our region fosters safe, resilient, resource efficient and environmentally sustainable urban areas.

Key Issues:

- Urban growth pressure.
- Lack of incorporation of environmental sustainability in planning processes, particularly for infill targets.
- Lack of awareness of social / health outcomes associated with good environmental health.
- Lack of accounting of environmental impacts in cost-benefit analyses for new developments or infrastructure projects.
- Declining water availability due to climate change and population growth.
- Lack of urban canopy.
- Vulnerability to urban heat island effect.
- Pollution generation.
- Non-nutrient contamination of land and waterways.

Potential Benefits:

- Increased integration of environmental sustainability in broader governance processes, policies and strategies.
- Enhanced environmental protection through incorporation in planning.
- Enhanced social and health outcomes.
- Reducing the environmental impacts of cities on people and the environment.
- Water Sensitive Urban Design in public open space and new developments.
- Reduced urban heat island effect.
- Safeguarding cultural and natural heritage.
- Enhanced collaborative sustainable development planning and management processes.

Regional Opportunities:

- Provide research and technical support for local urban canopy improvement/heat island effect mitigation.
- Coordinate regional urban canopy / heat island effect mitigation program.
- Increase the incorporation of environmental considerations in the EMRC, member councils and state agency's high level planning policies and strategies.
- Provide technical support and regional advocacy for Water Sensitive Urban Design.
- Advocate for 'green growth' as an approach to economic development.
- Facilitate collaborative partnerships for sustainable planning initiatives.
- Advocate for investment in urban heat island effect mitigation to improve health outcomes.
- Provide technical support and regional advocacy for climate change mitigation and adaptation actions in urban development.

Strategic Objective 4: Our region fosters responsible consumption and production patterns and promotes environmentally responsible lifestyles.

Key Issues:

- Limited awareness among community and industry of responsible practices of consumption and production, such as associations with food consumption, household and personal items / products, building materials and transport choices.
- Procurement practices do not consider the environmental credentials of contractors / suppliers.
- Lack of awareness and skills for responsible lifestyles with minimal environmental impact.

Potential Benefits:

- Increased education and awareness among Local Government Areas, community and industry of responsible consumption and production practices and sustainability of lifestyles in order to reduce environmental impacts.
- Improved environmental outcomes through more rigorous procurement practices that consider environmental responsibility of suppliers.
- Improved community engagement with responsible living.

Regional Opportunities:

- Work with member councils, local industry and business to embed environmental considerations into their management and procurement practices.
- Continue to work with member councils and regional stakeholders to prevent non-nutrient contamination of waterways.
- Coordinate a regional grant and promotion program to highlight best environmental practice in businesses in the region.
- Advocate for investment in regional industry clusters and supply chains to enhance the efficient use of resources.
- Coordinate and support community engagement and education for sustainable living.

Strategic Objective 5: Our region addresses climate change and its impacts through mitigation and adaptation.

Key Issues:

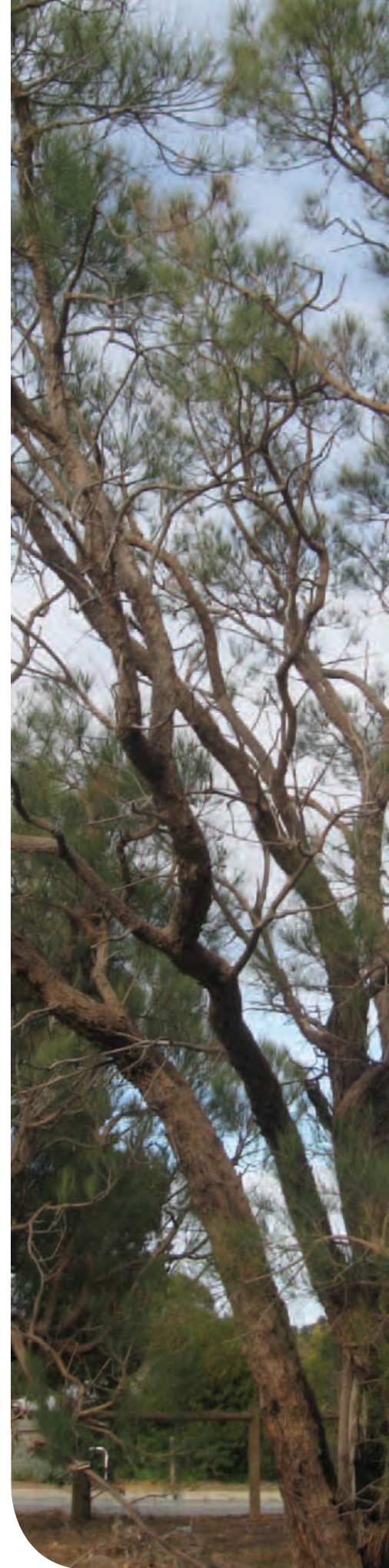
- Declining water availability.
- Increased heat stress on the natural and urban environment.
- Increased frequency and magnitude of extreme weather events.
- Some public open space lacks resilience to the impacts of climate change.
- Some urban environments / infrastructure lack resilience to the impacts of climate change.
- Increasing maintenance and damage rectification costs.
- Limited capacity of remnant bush land to naturally adapt to climate change impacts.
- Contribution to global greenhouse gas emissions and climate change through energy use.
- Movement of species due to climate change impacts to natural habitat.
- Lack of inclusion of climate change risks into planning processes and policy.
- Increased health risks.

Potential Benefits:

- Reduced greenhouse gas emissions from energy use (linked to actions under SDG 8).
- Contribution towards global and national greenhouse gas emissions reduction targets.
- Increased resilience of urban environment, public open space, and bushland to the impacts of global climate change.
- Better managed health risks and awareness of climate change.
- Increased resilience and capacity to climate related hazards and disasters.
- Integration of climate change into policies, strategies, planning documents and processes.
- Increased community understanding of climate change impacts.
- Contributing towards greenhouse gas emissions reduction targets associated with the Global 'Paris Agreement' (2015 United Nations Climate Change Conference - Conference of the Parties - COP21).

Regional Opportunities:

- Provide strategic and technical support, advocacy and information to support climate change adaptation.
- Increase the integration of climate change adaptation measures into policy and planning.
- Provide information to member councils and community of climate change mitigation and adaptation pathways.
- Advocate for the inclusion of climate change measures into national policies, strategies and planning.
- Coordinate Local Government Areas, community and business engagement and education on climate change risks and impacts.
- Advocate for investment in climate change mitigation and adaptation.
- Assist member councils, industry and community to implement fossil fuel divestment.
- Coordinate technical and financial support for member councils to implement climate change initiatives, including data management.





Strategic Objective 6: Our region protects, restores and enhances terrestrial ecosystems, addresses land degradation and prevents biodiversity loss.

Key Issues:

- Threats to the persistence of native species due to invasion of pathogens and weeds.
- Threats to bushland and peri-urban land uses from bushfires.
- Threats to biodiversity and ecological communities due to urban growth pressure.
- Degraded ecosystems, such as remnant bushland, foreshore areas.
- Lack of integration of ecosystem and biodiversity protection.
- Declining availability of bush land and public open space due to land clearing.
- Increased use pressure on remaining remnant bushland.
- Native tree decline.
- Biodiversity loss.

Potential Benefits:

- Improved integrated management of weeds and pathogens.
- Enhanced protection of biodiversity and ecological communities.
- Improved ecological condition of remnant bushland and foreshore areas.
- Enhanced resilience of ecological and urban communities to bushfires.
- Conservation and restoration of ecosystems and biodiversity.
- Integration of sustainable land management into all levels of governance.

Regional Opportunities:

- Advocate for stronger planning for biodiversity conservation within cities and peri-urban areas.
- Continue to build partnerships for research and information relating to pest, weed and pathogen control.
- Continue to build partnerships for research and information relating to conservation and management of native flora and fauna.
- Coordinate and support activities that enable restoration of degraded land and soil.
- Integrate ecosystem and biodiversity values into member council planning, processes and budgets.
- Advocate for greater consideration of ecosystem and biodiversity values in national policies, strategies and planning.
- Continue to coordinate and facilitate community, particularly youth, involvement in biodiversity conservation and stewardship.
- Advocate for a developers contribution towards enhanced public open space availability.

Strategic Objective 7: Our region contributes to the global partnership for sustainable development and achievement of relevant SDGs and targets.

Key Issues:

- Limited awareness of the SDGs and their relevance in the Australian context.
- Limitations in availability of data and information communication technology, such as ability to prepare business cases.
- Lack of consistent cost benefit analysis methodology and tools to assist in cost benefit analysis to allocate scarce resources to environmental management / services.
- Insufficient current use of social media to engage with stakeholders.
- Lack of capacity and tools to monitor and evaluate progress towards desired environmental outcomes.

Potential Benefits:

- SDGs are incorporated into the EMRC's and member council's governance processes.
- Increased promotion of sustainable development.
- Increased availability of data and information communication technology to support business cases.
- Consistent methodology and tools to support decision making and resource allocation.

- Improved monitoring and evaluation against environmental outcomes.
- Development of innovative and stronger partnerships to support better environmental outcomes.
- More effective, accountable and inclusive institutions at all levels through online presence.
- Increased digital presence resulting in new follows and sharing of information to previously not captured audience.

Regional Opportunities:

- Support the inclusion of the SDGs into member councils' governance and processes.
- Continue to implement regular programs and networking opportunities to strengthen partnerships between member councils and with stakeholders.
- Coordinate or facilitate the development of consistent cost benefit analysis tools and data systems for member councils and partners to support environmental management.
- Increase online presence and use of digital media for all initiatives.
- Coordinate or facilitate community interaction with local government to achieve goals and targets.
- Enhance partnerships with universities and cooperative research centres).
- Potential for EMRC to assist with preparing business cases.



Appendix 2 – Regional Environment Strategy Development Process



The EMRC contracted SDF Global Pty Ltd (SDF) to assist with the development of the Regional Environment Strategy 2016-2020. The development process was informed by desktop research and analysis and a series of stakeholder consultations guided by interim discussion outputs.

- Research and Analysis:** The SDF team undertook a desktop analysis in order to establish the context relating to the natural environment of Perth's Eastern Region, including the assets that are present, environmental management concerns and existing priorities of key stakeholders and any gaps in the existing strategic framework relating to these environmental assets and / or concerns. A desktop analysis report was produced and provided to the EMRC and stakeholders to stimulate discussion. A detailed list of references is also recorded in that document. Research and analysis continued throughout the development of the draft *Regional Environment Strategy 2016-2020* to ensure capture of rapidly arising innovations in the environmental management sector.
- Individual Stakeholder Consultation:** Key representatives of the EMRC's member councils were contacted individually to discuss what they have valued about the EMRC Environmental Services support to date; their current and future priority environmental services and activity needs; structure of the EMRC; and what other support the EMRC could provide for them into the future. Other stakeholders including Natural Resource Management groups, universities and government departments were also contacted and provided opportunity for interviews or meetings.



- **Environmental Services Staff Workshop:** A round table meeting was held with staff and management from the EMRC's Environmental Services team. An internal discussion paper was sent prior to the meeting outlining global trends in environmental management including, the SDGs, climate change, green growth and renewable energy. The paper also outlined other considerations from initial feedback with stakeholders. This round table provided an opportunity for the EMRC to openly discuss what was working and what needed to be improved or eliminated in the future. It also introduced discussion on how the EMRC could contribute to environmental management in line with global trends and emerging initiatives
- **Stakeholder Workshop:** An interactive workshop was held in May 2016, attended by representatives from the EMRC's member councils, the EMRC Environmental Services team and other key stakeholders such as government agencies and community groups with an interest in management of the environment in Perth's Eastern Region. The workshop focused on confirming the support to date that was valued by stakeholders; discussion on current and emerging global trends; and identifying current challenges and future needs.
- **Workshop Outputs:** Two workshop outputs were produced, a 'Workshop Proceedings' which summarised the discussions and data gathered at the workshop and a 'Discussion Note', which was designed to stimulate further discussion, particularly among key stakeholder representatives who were not able to attend the workshop. This output included a link to an online survey which invited more specific input on the types of support that stakeholders would like to see in particular focus areas.
- **Draft Regional Environment Strategy Development:** Based on the data collected to this point as well as some further consultation and research, the SDF team developed the first draft *Regional Environment Strategy 2016-2020*.
- **Stakeholder Workshop to Review Draft Regional Environment Strategy:** Held on 20 July 2016 the workshop introduced the format of the *Regional Environment Strategy 2016-2020* and how the identified challenges and vision for Perth's Eastern Region led to the development of seven strategic objectives. These strategic objectives aligned with seven of the SDGs and initiatives and expected outcomes were placed under each objective. Stakeholders provided feedback and indicated their level of interest or potential involvement with each initiative.





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11.3 REGIONAL SERVICES FUNDING MODEL

REFERENCE: D2016/15900 (CEOAC) – D2016/17160

PURPOSE OF REPORT

The purpose of this report is to present to Council, for its consideration, funding model options for the delivery of the Regional Services Directorate programs, to take effect from 1 July 2017.

KEY ISSUE(S) AND RECOMMENDATION(S)

- The funding model has been reviewed on numerous occasions since April 1999, when the first funding model for delivery of Regional Development activities was considered.
- Since that time Council has been presented with various funding options for Regional Services, including funding being provided: solely by member Councils; solely by the EMRC; by a mix of member Council and EMRC; and by a levy on member Council landfill tonnage rates.
- The current funding model for regional development activities has been a mix of EMRC, member Council, non-member Council and grant funding, with the member Council portion being shared on a 'one-third' basis whereby one third was shared equally between member Councils, one third shared according to rate revenue and one third shared according to population.
- The CEOAC, at its September 2015 meeting, suggested that a review be undertaken of the current Regional Services funding model to ensure it was still flexible and relevant enough to meet the diverse needs of member Councils and the EMRC.
- Council, at its December 2015, supported the development of a Regional Services Funding Model Paper for the purpose of initiating discussion and gaining a consensus on the most appropriate funding model for member Councils and the EMRC to become effective from 1 July 2017.
- Funding model options have been explored and are provided within this report for consideration.

RECOMMENDATION(S)

That Council supports Option as the preferred funding model for member Councils and the EMRC to deliver Regional Services, to become effective from 1 July 2017.

SOURCE OF REPORT

Director Regional Services

BACKGROUND

The East Metropolitan Local Authorities Group (EMLAG) was established in 1991 to deliver regional initiatives and economic development services. The activities of EMLAG were formally amalgamated with the EMRC under the terms of the Establishment Agreement 1998 (the Agreement).

Schedule 1 of the Agreement includes environmental services and regional, economic and community development as continuing projects and services. The Agreement also states that in the case of continuing projects and services...*"the contribution of each participant shall be determined by the EMRC after consultation with the participants"*...



Item 11.3 continued

At the 29 April 1999 meeting, Council considered a basic funding mechanism for regional development activities (Ref: DMDOC/104165), including the following options:

- Option 1: Total Funding by Member Councils
- Option 2: Total Funding by EMRC
- Option 3: Member Council/EMRC Mix of Funds
- Option 4: Levy on member Council Landfill Tonnage Rate

Council resolved:

“THAT AS PREVIOUSLY AGREED, 100% OF THE REGIONAL DEVELOPMENT ADMINISTRATION COSTS BE FUNDED OUT OF EMRC FUNDS.

THAT OPTION 3 - MEMBER COUNCIL/EMRC MIX FUNDS, BE ENDORSED.”

The member Council and EMRC mix of funds has evolved over time and currently reflects only a portion of Regional Development costs being shared by member councils.

At the 27 April 2000 meeting, Council reviewed the member Council/EMRC funding mix for Regional Development projects and resolved that where a funding mix was to be adopted that (Ref: DMDOC/9984):

“THE EXISTING FORMULA BE REPLACED WITH VERSION 3, THAT IS, ONE THIRD OF THE REQUIRED AMOUNT BE SHARED EQUALLY BETWEEN THE SIX (6) MEMBER COUNCILS, THE SECOND THIRD BE SHARED PROPORTIONATELY ACCORDING TO RATE REVENUE AND THE FINAL THIRD BE SHARED PROPORTIONATELY ACCORDING TO POPULATION”.

In order to improve the project development and funding process, Council at its 2 December 2004 meeting resolved to:

“1. ESTABLISH A REGIONAL DEVELOPMENT STRATEGY (PROJECT) THRESHOLD OF \$50,000 ABOVE WHICH MEMBER COUNCIL CONTRIBUTIONS WOULD BE CONSIDERED FOR THOSE STRATEGIES THAT BENEFIT THE REGION AND IT IS CONSIDERED THAT MEMBER COUNCIL OWNERSHIP AND COMMITMENT IS REQUIRED.

2. THAT THE FOLLOWING RESOLUTION FROM 27 APRIL 2000 MEETING OF COUNCIL CEOAC REPORT ITEM 5 BE REAFFIRMED:-

“THAT THE EXISTING FORMULA BE REPLACED WITH VERSION 3, THAT IS, ONE THIRD OF THE REQUIRED AMOUNT BE SHARED EQUALLY BETWEEN THE SIX (6) MEMBER COUNCILS, THE SECOND THIRD BE SHARED PROPORTIONATELY ACCORDING TO RATE REVENUE AND THE FINAL THIRD BE SHARED PROPORTIONATELY ACCORDING TO POPULATION.

NOTE: VERSION 3 MEMBER COUNCIL/EMRC MIX OF FUNDS”. (Ref: DMDOC/105667)

At its meeting of 8 December 2005, Council further considered funding for Regional Development projects for the 2006/2007 financial year and resolved that (Ref: DMDOC/48566):

“THE EMRC FUNDS REGIONAL DEVELOPMENT PROJECTS UP TO THE VALUE OF \$50,000 SUBJECT TO AGREEMENT BY EMRC AND MEMBER COUNCILS ON FUNDING PRIORITIES AND BUDGETS.”



Item 11.3 continued

At its meeting of 13 December 2007, Council resolved as follows (Ref: Committees-7038):

“THAT:

1. *COUNCIL ACCEPT THE PROPOSED FUNDING FRAMEWORK FOR REGIONAL SERVICES PROJECT AND SERVICE DELIVERY.*
2. *THE PROPOSED FUNDING FRAMEWORK FOR REGIONAL SERVICES BE USED TO ASSIST WITH FUNDING ARRANGEMENTS FOR ANY NEW PROJECTS IN THE STRATEGIC PLAN WORKSHOP PLANNED ON 8 MARCH 2008.”*

The 2007 funding framework referred to in the above Council resolution identified four funding categories including: full cost recovery from member Councils or others; partial cost recovery; fully funded by EMRC and administration costs to be funded by EMRC.

The 13 December 2007 Council report (Ref: Committees-7038), also highlighted that in addition to the member Councils agreed annual contributions based on the one-third; one-third; one-third formula an annual 5% CPI adjustment should apply. This formula was endorsed by the EMRC Council in December 2007.

Following the strategic planning workshop held on 10 September 2015, the CEOAC suggested a review be undertaken of the current Regional Services funding model and delivery to ensure it was relevant and flexible enough to meet the diverse needs of member Councils and the EMRC.

REPORT

Council, at its meeting of 3 December 2015 (Ref: D2015/19327) considered a Regional Services Funding Model Paper which was supported for the purpose of initiating discussion and gaining a consensus on the most appropriate funding option for member Councils and the EMRC to become effective from 1 July 2017. The Paper included various options to apportion the funding including a strategy based model, tonnages model, a model funded entirely by the EMRC or leaving the status quo to remain for 2017/2018 and 2018/2019.

Regional Development funding includes member Council's annual contributions based on the one-third; one-third; one-third; funding model that has been in existence since 2000. Member Council contributions fund a portion of the project delivery costs with a portion of activities funded through grants and sponsorship and the EMRC.

Strategies and activities delivered by the Regional Development business unit include:

- Promote and encourage sustainable economic development in the Region;
- Facilitate key regional events and manage the perthtourism.com.au website;
- Apply for grant funding of a regional nature;
- Facilitate integrated transport planning initiatives to provide an efficient, safe and integrated regional transport network;
- Integrate active transport information and behavioural approaches into broader transport, land use planning and community development policies;
- Undertake research activities and develop partnerships relevant to the region; and
- Advocate for regional issues and opportunities to maximise the benefits for member Councils and communities.

The funding model for Environmental Services differs from the Regional Development model in that a portion of staff are funded by the EMRC with the remainder of staff being funded by an external party e.g. Department of Parks and Wildlife, grant funding, member Councils and/or via consultancy costs to non-member Councils.



Item 11.3 continued

Strategies and activities delivered by Environmental Services business unit include:

- Regional Environment Strategy related projects including regional grants and advocacy;
- Eastern Region Catchment Management Program (ERCMP);
- Future Proofing Climate Change Program;
- Understanding and Managing Flood Risk Project;
- Achieving Climate Emission Reductions (ACER) Program;
- Water Quality and Conservation Program including the Cooperative Research Centre for Water Sensitive Cities; and
- Swan and Helena Rivers Management Framework.

The Regional Services directorate currently comprises of 13.6FTEs who between them have a wide range of expertise and experience to deliver the agreed programs. In addition to this, the Environmental Services team work with 1,700 volunteers, who contribute around 30,000 hours per annum, which adds significant value and benefits to member Councils.

The review of the funding model for Regional Services came about as a result of a request from the CEOAC to enable more effective longer term planning, resourcing and implementation of services/activities/projects in line with EMRC and member Council expectations.

Over the past few years there has been an increasing propensity for member Councils to opt in and out of programs. This has the potential to incur greater costs for those Councils remaining in a program and may have an adverse impact on attracting regional grants if the 'regional' aspect is diluted.

Proposed Funding Model

These options in brief are:

1. Option 1 - The 'status quo' to remain for 2017/2018 and 2018/2019 whereby funding continues as business as usual, retaining the current level of service. Contributions continue to be a mix of member Council contributions, grant funding and EMRC contributions.
2. Option 2 –A 'lump sum' allocation whereby the EMRC funds the Regional Services Directorate to deliver programs based on an agreed amount.
3. Option 3 - A 'strategy based' funding model whereby the member Councils would fund an agreed amount to deliver on the objectives of the regional strategies:
 - Regional Environment Strategy 2016 – 2020;
 - Regional Economic Development Strategy –2017 – 2021; and
 - Regional Integrated Transport Strategy –2017 – 2021.

Refer to the attachment for the Regional Services Funding Model Options which outlines each option in greater detail (Ref: D2016/15902).

Given that the EMRC is currently out to tender for a Resource Recovery Facility (RRF) for the member Councils and the contract model is yet to be determined and hence the impact on waste operations and future income generation is unknown at this point in time, it may be appropriate to maintain the status quo for the Regional Services funding model for at least the next financial year or two i.e. even if the model is changed for 2017/2018 it may require a further review once the RRF tender has been awarded.



Item 11.3 continued

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 1 – Environmental Sustainability

- 1.5 To contribute towards improved regional air, water and land quality and regional biodiversity conservation
- 1.6 To address climate change issues within the region

Key Result Area 2 – Social Opportunities

- 2.1 To facilitate regional cultural and recreational activities

Key Result Area 3 – Economic Development

- 3.1 To facilitate increased investment in regional infrastructure
- 3.2 To facilitate regional economic development activities

Key Result Area 4 – Good Governance

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

FINANCIAL IMPLICATIONS

The funding to facilitate Regional Services projects and services is developed and agreed with member Councils as part of the annual budget process and included in the annual EMRC operating budget.

SUSTAINABILITY IMPLICATIONS

The Regional Services Directorate operates to pursue environmental, economic and social outcomes for Perth's Eastern Region. In pursuit of these objectives, environmental considerations are also integrated wherever possible in all activities undertaken by the Directorate.

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean City of Bayswater City of Belmont Shire of Kalamunda Shire of Mundaring City of Swan	} Financial implications will apply to participating member Councils as per the agreed Funding Model.

ATTACHMENT(S)

Regional Services Funding Model Options (Appendix 1) (Ref: D2016/17161)



Item 11.3 continued

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That Council supports Option as the preferred funding model for member Councils and the EMRC to deliver Regional Services, to become effective from 1 July 2017.

Discussion ensued

The Director Regional Services provided an overview of the report and a detailed presentation on the various options for the Regional Funding Model.

The following points were raised and discussed:

- The positives and negatives of each option;
- The current issues with member Councils opting and opting out of projects; and
- That actual contractual agreements could be drawn up to formalise each member council's commitment to the projects they have agreed to participate in.

The CEOAC members concluded that Option 1 (business as usual) for the period of 2017/2018 and 2018/2019 was the preferred option and amended the recommendation accordingly. This would allow time for the resource recovery facility contract model to be finalised and any impacts on waste operations and future income generation to be determined.

CEOAC ALTERNATIVE RECOMMENDATION(S)

MOVED MR THROSSELL SECONDED MS HARDY

That Council supports Option 1 as the preferred funding model for member Councils and the EMRC to deliver Regional Services, to become effective from 1 July 2017 for the 2017/2018 and 2018/2019 financial years.

CARRIED UNANIMOUSLY

COUNCIL RESOLUTION(S)

MOVED CR POWELL SECONDED CR WOLFF

THAT COUNCIL SUPPORTS OPTION 1 AS THE PREFERRED FUNDING MODEL FOR MEMBER COUNCILS AND THE EMRC TO DELIVER REGIONAL SERVICES, TO BECOME EFFECTIVE FROM 1 JULY 2017 FOR THE 2017/2018 AND 2018/2019 FINANCIAL YEARS.

CARRIED UNANIMOUSLY

REGIONAL SERVICES DIRECTORATE FUNDING OPTIONS

The following funding options are based on the Directorate as a whole with some slight variations as to the current differences in operating and funding the two business units within Regional Services (Regional Development and Environmental Services).

FUNDING MODEL OPTIONS	DETAIL	POSITIVES	NEGATIVES	COST TO MEMBER COUNCILS (MCs)
<p>1 – Retain the current level of service and current budget allocations for 2017/2018 and 2018/2019 (except for a CPI increase)</p>	<p>Continue existing service delivery and budget allocations without major change until such time as the Resource Recovery Park is operational and Council has a clearer picture of the income being derived from all waste activities.</p> <p>The current model includes staff being funded as follows:</p> <ul style="list-style-type: none"> • Regional Services EMRC continues to fund the Director and Administration Officer (2 x FTE). • Regional Development (RD) EMRC continues to part fund 2 Project Officers. Member Councils (MCs) fund a portion of the RD costs under the 1/3; 1/3; 1/3 arrangement. • Environmental Services (ES) EMRC continues to fund the Manager and 1 Project Officer; Department Parks and Wildlife (DPaW) continues to fund 1 FTE; Lotterywest continues to fund 1 FTE. All other positions (5.6 FTEs) are funded via a mix of MCs, EMRC, grant funding and non-MC. ES direct costs are also funded by a mix of the above. • Continue to seek external grant funding at every opportunity and to seek contributions from non MCs for consultancy work. • Continue to explore regional opportunities including emerging trends. • EMRC continues to fund 100% of administration costs identified in Corporate Services and to continue to fund advocacy. 	<ul style="list-style-type: none"> • Allows staff to continue operating on a business as usual basis for 2017/2018 and 2018/2019. 	<ul style="list-style-type: none"> • Does not result in any cost savings from an EMRC perspective. • It makes program delivery more challenging when only a few MCs support individual programs. • Lack of certainty for programs that go across more than one financial year. • Shortfall in funding may arise when MCs withdraw. • Potential loss of grant funding if lack of regional participation. 	<ul style="list-style-type: none"> • Cost to MCs similar to existing contributions and cover a portion of salaries, on-costs and direct costs in Environmental Services. • 2 positions funded by other agencies (DPAW and Lotterywest). 4 FTEs funded by EMRC and 7.6 FTEs fully funded by a mix of EMRC, MCs, grant funding, non-member councils. • Member Council contributions ex GST for projects they support for 2016/2017 is as follows: <ul style="list-style-type: none"> Bassendean \$68,282 Bayswater \$51,719 Belmont \$84,198 Kalamunda \$44,744 Mundaring \$97,181 Swan \$80,372 <p>Total = \$426,496- 2016/2017</p> <p>Note – CPI increase would apply for future years.</p>

FUNDING MODEL OPTIONS	DETAIL	POSITIVES	NEGATIVES	COST TO MEMBER COUNCILS (MCs)
Option 2 – Lump Sum Allocation– No MC contributions required	<ul style="list-style-type: none"> The funding would be by way of a set allocation from the EMRC budget. The agreed budget would then be allocated and apportioned to deliver the Regional Services programs and projects that align with the EMRC strategies and objectives. Under the current budget to retain existing services the lump sum allocation would need to be similar to the 2016/2017 budget. Regional Services budget = \$2,382,584 Less Grant funding - \$640,662 Less other contributions - \$91,584 Less MC contributions - \$426,496 EMRC contribution \$1,223,842 (includes \$214,600 for Advocacy) 	<ul style="list-style-type: none"> This would alleviate the need for MCs to fund EMRC projects through their own operational budgets. This would save time and allow staff to concentrate on project delivery without the need to go back and forth regarding contributions, purchase orders and invoices between the EMRC and MCs. This would provide some consistency and certainty for EMRC staff and for programs that go across more than 1 financial year. 	<ul style="list-style-type: none"> There would be less EMRC funds available to go into reserves. 	<ul style="list-style-type: none"> Cost to member Councils would be that equity would be reduced by the amount the member Councils are currently contributing (\$426,496). Once the Resource Recovery Facility becomes fully operational another review will be required.
Option 3 - Strategy Based Model	<ul style="list-style-type: none"> The three strategies (excluding Advocacy) for 2016-2020 include: <ul style="list-style-type: none"> Regional Integrated Transport Strategy; Regional Economic Development Strategy; and Regional Environment Strategy. MCs to commit to the strategies. 	<ul style="list-style-type: none"> Longer term commitment from MCs allowing for actions to be implemented in accordance with the new strategies for the period 2016-2020. Deliver what is agreed by both EMRC and MCs with adoption of the strategies and through consultation with the relevant advisory groups. Ability to plan for the life of a strategy by MCs committing to this model. Greater flexibility for EMRC staff on the delivery of actions. Retain the knowledge base of existing staff. 	<ul style="list-style-type: none"> May be more difficult to cater for any new emerging issues as strategies are across multiple years. 	<p>Options for funding could include:</p> <p>Fixed costs for delivery of priorities in each strategy to be shared between MCs. An example of fixed costs is shown below but another figure could be struck for each MC:</p> <p>Environment \$45,000 Economic Development \$15,000 Transport \$12,000</p> <p>Annual CPI might also need to be factored in.</p> <p>Note: any additional external consultancy work that might be required to deliver on priorities would require additional funding from participating MCs.</p>

- * MCs - member Councils *RD – Regional Development *ES – Environmental Services *RS – Regional Services *DPaW – Department Parks and Wildlife
- * All models include ongoing consultation with member Councils particularly through the regional advisory groups; Economic Development Officers Group, Regional Environmental Advisory Group, Events groups, Regional Integrated Transport Strategy Implementation Advisory Group.
- * Corporate Services costs and advocacy costs continue to be funded by the EMRC.
- * All models would continue to seek external funding and sponsorship wherever possible.



11.4 ITEMS CONTAINED IN THE INFORMATION BULLETIN

REFERENCE: D2016/14577

The following items are included in the Information Bulletin, which accompanies the Agenda.

1. REGIONAL SERVICES

- 1.1 REGIONAL SERVICES ACTIVITY REPORT JULY 2016 TO SEPTEMBER 2016
(Ref: D2016/15509)
- 1.2 UNDERSTANDING AND MANAGING FLOOD RISK IN PERTH'S EASTERN REGION –
FINAL REPORT FOR THE NATURAL DISASTER RESILIENCE PROGRAM
(Ref: D2016/14522)
- 1.3 RESEARCH ADVISORY PAPER TO GUIDE THE REGIONAL INTEGRATED TRANSPORT
STRATEGY 2017-2021 DEVELOPMENT (Ref: D2016/15936)
- 1.4 REGIONAL YOUTH RESEARCH ADVISORY PAPER (Ref: D2016/15938)

RECOMMENDATION

That the Chief Executive Officers Advisory Committee notes the items contained in the Information Bulletin.

CEOAC RESOLUTION

MOVED MR THROSSELL SECONDED MR JARVIS

THAT THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE NOTES THE ITEMS CONTAINED
IN THE INFORMATION BULLETIN.

CARRIED UNANIMOUSLY



12 REPORTS OF DELEGATES

Nil

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

Nil

14 GENERAL BUSINESS

14.1 EVENTS IN THE REGION

19 November 2016	Town of Bassendean	Sandy Beach Reserve Concert
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14.2 OTHER GENERAL BUSINESS

Nil

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

Nil

16 FUTURE MEETINGS OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE

The next meeting of the Chief Executive Officers Advisory Committee will be held on **31 January 2017** at the EMRC Administration Office, 1st Floor, 226 Great Eastern Highway, Belmont WA 6104 commencing at 12:30pm with lunch at 12noon.

Future Meetings 2017

Tuesday	31	January	at	EMRC Administration Office
Tuesday	7	March (informal) *	at	Shire of Kalamunda
Tuesday	4	April	at	EMRC Administration Office
Tuesday	2	May (informal)	at	Shire of Mundaring
Tuesday	6	June *	at	EMRC Administration Office
Tuesday	4	July (informal)	at	City of Belmont
Tuesday	8	August	at	EMRC Administration Office
Tuesday	5	September (informal)	at	Town of Bassendean
Tuesday	3	October (if required)	at	EMRC Administration Office
Tuesday	14	November	at	EMRC Administration Office

* Please note the Monday prior to the March (informal) and June meetings is a Public Holiday.

17 DECLARATION OF CLOSURE OF MEETING

There being no further business the meeting was closed at 2:00pm.



**15.3 AUDIT COMMITTEE MEETING HELD 17 NOVEMBER 2016
(REFER TO MINUTES OF COMMITTEE – PINK PAGES)
REFERENCE: D2016/13282 (AC) – D2016/16727**

The minutes of the Audit Committee meeting held on **17 November 2016** accompany and form part of this agenda – (refer to pink section of 'Minutes of Committees' for Council accompanying this Agenda).

QUESTIONS

The Chairman invited general questions from members on the minutes of the Audit Committee.

RECOMMENDATION(S)

That with the exception of items, which are to be withdrawn and dealt with separately, Council adopts the recommendations in the Audit Committee report (Section 15.3).

COUNCIL RESOLUTION(S)

MOVED CR WOLFF

SECONDED CR STALLARD

THAT COUNCIL ADOPTS THE RECOMMENDATIONS IN THE AUDIT COMMITTEE REPORT (SECTION 15.3).

CARRIED UNANIMOUSLY

AUDIT COMMITTEE**MINUTES****17 November 2016****(REF: D2016/13282 (AC) – D2016/16727)**

A meeting of the Audit Committee was held at the EMRC Administration Office, 1st Floor, 226 Great Eastern Highway, BELMONT WA 6104 on **Thursday 17 November 2016**. The meeting commenced at **5:30pm**.

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1 DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS

The Chairman opened the meeting at 5:30pm and welcomed Mr Cameron Palassis, Executive Director of Paxon Group.

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

Councillor Attendance

Cr Steve Wolff (Chairman)	EMRC Member	City of Belmont
Cr Bob Perks (Deputy Chairman) (from 5:31pm)	EMRC Member	Shire of Mundaring
Cr Paul Bridges	EMRC Member	Town of Bassendean
Cr Michelle Sutherland	EMRC Member	City of Bayswater
Cr Geoff Stallard	EMRC Member	Shire of Kalamunda

Apologies

Cr David Färdig	EMRC Member	City of Swan
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EMRC Officers

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

Visitors

Mr Cameron Palassis	Executive Director, Paxon Group
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3 DISCLOSURE OF INTERESTS

Nil

4 ANNOUNCEMENTS BY THE CHAIRMAN OR PRESIDING MEMBER WITHOUT DISCUSSION

Nil

5 PETITIONS, DEPUTATIONS AND PRESENTATIONS

Nil



6 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

6.1 MINUTES OF AUDIT COMMITTEE MEETING HELD ON 8 SEPTEMBER 2016

That the Minutes of the Audit Committee meeting held 8 September 2016, which have been distributed, be confirmed.

AC RESOLUTION(S)

MOVED CR BRIDGES

SECONDED CR STALLARD

THAT THE MINUTES OF THE AUDIT COMMITTEE HELD ON 8 SEPTEMBER 2016, WHICH HAVE BEEN DISTRIBUTED, BE CONFIRMED.

CARRIED UNANIMOUSLY

7 QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN

Nil

8 QUESTIONS BY MEMBERS WITHOUT NOTICE

Nil

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

Nil

Cr Perks entered the meeting at 5:31pm.

10 BUSINESS NOT DEALT WITH FROM A PREVIOUS MEETING

Nil



11 REPORTS OF EMPLOYEES

11.1 INTERNAL AUDIT REPORT – 2016 PROGRAMME

REFERENCE: D2016/11528 (AC) – D2016/16732

PURPOSE OF REPORT

The purpose of this report is to present the Audit Committee (AC) with the internal audit report of the 2016 internal audit programme.

KEY ISSUES AND RECOMMENDATION(S)

- At the March 2016 round of meetings, Council endorsed a four year internal audit programme consisting of 15 auditable areas.
- This year represents the first year of the four year internal audit programme which commenced in June 2016 for the Contract Management, IT General Controls, Payroll and Human Resource Management & OH&S audit areas.
- The internal audit report covering each of the above areas is attached and has been assessed to be satisfactory to very good.

Recommendation(s)

That Council notes the 2016 internal audit reports forming attachments 1 to 4 to this report.

SOURCE OF REPORT

Chief Executive Officer

BACKGROUND

At the Audit Committee (AC) meeting held on 10 March 2016 (Ref: D2016/03760), the Committee endorsed a four year audit programme, which was subsequently adopted by Council at its meeting of 24 March 2016.

The four year programme consisted of:

Auditable Area	2016	2017	2018	2019
Contract Management	•		•	
IT General Controls	•			
Payroll	•			
Human Resource Management and OH&S	•		•	
Procurement		•		•
Corporate Governance		•		
Risk Management		•		
Waste Management		•		
Accounts Payable			•	
Grants Management			•	



Item 11.1 continued

Auditable Area	2016	2017	2018	2019
Accounts Receivable			•	
Records Management			•	
Investment Policies				•
Taxation				•
IT Vulnerability Assessment				•
Review of Financial Management Systems				•
Review of Risk Management, Internal Control and Legislative Compliance	•		•	

REPORT

The internal audit programme for this year commenced in June 2016 for the following audit areas:

- Contract Management;
- IT General Controls;
- Payroll; and
- Human Resource Management & OH&S.

The overall assessments of the quality of management controls for the above audit areas reflected positives with EMRC's processes. Minor risk gaps were identified and appropriate remedial actions are being implemented.

The reports for the 2016 internal audit programme are attached.

Arrangements have been made for a representative of the EMRC's internal auditors, Paxon Group, to be in attendance at the meeting to give an overview of their findings and address any queries the Audit Committee may have.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 4 – Good Governance

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

FINANCIAL IMPLICATIONS

The annual budget provides for the internal audit function.



Item 11.1 continued

SUSTAINABILITY IMPLICATIONS

The internal audit function assists in ensuring the EMRC remains economically sustainable.

MEMBER COUNCIL IMPLICATIONS

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

ATTACHMENT(S)

1. Internal Audit Report: Contract Management (Ref: D2016/13339)
2. Internal Audit Report: IT General Controls (Ref: D2016/12231)
3. Internal Audit Report: Payroll (D2016/13337)
4. Internal Audit Report: Human Resource Management and OH&S (Ref: D2016/13489)

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That Council notes the 2016 internal audit reports forming attachments 1 to 4 to this report.

Discussion ensued

The CEO provided a brief overview of the Audit program and the findings. Discussion ensued.

Mr Palassis advised that there were always inherent risks in any processes and that the EMRC's processes and controls were appropriate given the size of the organisation. There were only minor areas identified as opportunities for improvements such as formalising procedures and appropriate checks.

AC RECOMMENDATION(S)

MOVED CR SUTHERLAND SECONDED CR STALLARD

That Council notes the 2016 internal audit reports forming attachments 1 to 4 to this report.

CARRIED UNANIMOUSLY

COUNCIL RESOLUTION(S)

MOVED CR WOLFF SECONDED CR STALLARD

THAT COUNCIL NOTES THE 2016 INTERNAL AUDIT REPORTS FORMING ATTACHMENTS 1 TO 4 TO THIS REPORT.

CARRIED UNANIMOUSLY

Eastern Metropolitan Regional
Council
Internal Audit Report:
Contract Management

PAXON GROUP

Private Client Services
Audit and Assurance
Taxation

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Executive Summary

	Excellent	Very Good	Satisfactory	Needs Improvement	Unsatisfactory
	☆☆☆☆☆	☆☆☆☆	☆☆☆	☆☆	☆
Process	Strengths		Weaknesses		Rating
	<ul style="list-style-type: none"> Comprehensive Contract Register is maintained and reviewed regularly; Contract Register is reviewed and discussed through formalised regular management meetings with other business units; Compliance with Local Government Act and Regulations; Variations to contracts process adhered to; and Contract records maintained, including contractor insurances. 		<ul style="list-style-type: none"> Manually maintained contract management system; Contract management system does not form part of the financial management system; and Procedural documents are incomplete. 		☆☆☆

Overall Report Rating

Rating	Excellent	Very Good	Satisfactory	Needs Improvement	Unsatisfactory
			☆☆☆		

See Appendix A for a guide to the overall report rating scale.

1 Introduction

1.1 Background

Eastern Metropolitan Regional Council (“EMRC”) currently has under contract various construction, maintenance and service delivery contracts.

The Contract management team does cross over into procurement due to the small nature of the business unit.

Contract management is required to be compliant with the Local Government Act and Regulations.

The previous internal audit of Payroll was conducted in 2012 by Stantons International.

1.2 Internal Audit Objective

The overall objective for this internal audit is to provide assurance that effective and efficient controls are in place in respect of Contract Management.

2 Scope

The following process and risk were covered in the internal audit:

Process	Key Risks
Contract Management	<ul style="list-style-type: none"> • Compliance with Local Government Act and Regulations; • Contract approval and advice to tenderers; • Variations to contract; • Adherence to Terms and Conditions; • Insurance and health and safety compliance by contractor; • Contract Delivery; and • Contracts Register.

The scope of the internal audit excluded the following:

- Procurement

The internal audit covered the period from 1 July 2015 to 30 June 2016.

3 Methodology

Our methodology for the internal audit comprised:

- Conducting an initial meeting with management to obtain an understanding of processes and potential issues;
- Developing overview documentation of the processes including key controls by discussion with staff and review of the processes;
- Evaluating the adequacy of the controls to cover the identified risks and testing the compliance with the key controls;
- Researching the issues, weaknesses and potential improvements noted from our discussions and review of the existing processes including compliance with key controls;
- Developing appropriate recommendations for improvement for discussion with management;
- Drafting a report of findings and recommendations and obtaining formal responses from management; and
- Finalising the report and issuing it to the Director Corporate Services for distribution to the Audit Committee and relevant management.

4 Inherent Limitations

Due to the inherent limitations in any internal control structure, it is possible that errors or irregularities may occur and not be detected. Further, the internal control structure, within which the control procedures that have been reviewed operate, has not been reviewed in its entirety and therefore no opinion is expressed as to the effectiveness of the greater internal control structure.

It should also be noted that our internal audit was not designed to detect all weaknesses in control procedures as it was not performed continuously throughout the period subject to review.

The internal audit conclusion and any opinion expressed in this report have been formed on the above basis.

5 Detailed Audit Findings

Each issue detailed in this Section is rated based on the following scale:

Rating	Definition
High	<ul style="list-style-type: none"> Major contravention of policies, procedures or laws, unacceptable internal controls, high risk for fraud, waste or abuse, major opportunity to improve effectiveness and efficiency, major risk identified. Immediate corrective action is required. A short term fix may be needed prior to it being resolved properly.
Medium	<ul style="list-style-type: none"> Significant contravention of policies, procedures or laws, poor internal controls, significant opportunity to improve effectiveness and efficiency, significant risk identified. Corrective action is required. Need to be resolved as soon as resources can be made available, but within six months.
Low	<ul style="list-style-type: none"> Minor contravention of policies and procedures, weak internal controls, opportunity to improve effectiveness and efficiency, moderate risk identified. Corrective action is required. Need to be resolved within twelve months.

Business Issue	Risk Rating	Implication	Recommendation	Agreed Management Action	Ownership/Timing
<p>1. Contract Management System</p> <ul style="list-style-type: none"> EMRC currently monitors all of its tenders and contracts via a centrally located excel spreadsheet. This is reviewed and monitored regularly, by staff and management. Paxon has identified that there could be risk that data could be inadvertently changed, with the user not aware. 	Low	<ul style="list-style-type: none"> That management could be relying on information that maybe incorrect. Contract expiry dates, values and other compliance data could be amended with no one aware, in which services could continue outside of the contracted agreement. 	<ul style="list-style-type: none"> This is a minor issue but could be mitigated quite simply with a cross check with the original contract paperwork undertaken every three to six months. This check could be included within the contract register by inserting an additional column which states 'last reviewed with source documents'. 	<p>A modification to the documentation to include a column titled "Review Date – Officer – TRIM Document Link" will assist the tracking of the documentation. The CMS is actively managed by the Procurement team while read only access is available to other EMRC officers.</p> <p>This is will allow for this information to be available in the spreadsheet and track any changes in the spreadsheet.</p>	<p>Manager Administration & Compliance</p> <ul style="list-style-type: none"> Within 3 months
<p>2. Contract management system and Finance</p> <ul style="list-style-type: none"> Paxon has identified that there is currently no integrated accounting system of contract management and finance. At the moment it is done manually. <p>To assist with adherence to the following:</p> <ol style="list-style-type: none"> Centralised store or contract notes and information; 	Low	<ul style="list-style-type: none"> That EMRC could be exposed to financial loss as the monitoring of contract is not linked directly to the financial terms of the awarded contract. 	<ul style="list-style-type: none"> Paxon believes that current process that is undertaken by EMRC is satisfactory due to the small number of contracts that are awarded and their level of complexity. <p>It is noted that EMRC have investigated an integrated Contracts Management system with SynergySoft</p>	<p>The EMRC will conduct an investigation into implementing an integrated Contract Management System once this is done a full evaluation will be completed in regards to the value for the organisation.</p>	<p>Manager Administration & Compliance</p> <ul style="list-style-type: none"> Within 12 months

Business Issue	Risk Rating	Implication	Recommendation	Agreed Management Action	Ownership/Timing
<ul style="list-style-type: none"> ii. Progress claims; iii. Milestones; iv. Budget monitoring; and v. Remaining contract value 			system.		
<p>3. Procedural Documents Incomplete</p> <ul style="list-style-type: none"> • The EMRC has its standard conditions for general contracts and in cases of large construction projects, the EMRC utilises the Australian Standard AS4000 – ‘General Conditions of Contract’ for compliance with management of contracts. EMRC also have endorsed other procedural documents that do cross over from procurement and contract management, but at present there are no formalised contract management guidelines. 	Medium	<ul style="list-style-type: none"> • Risk that compliance with contracts are not adhered to; • EMRC might not be receiving value for money; and • No internal process on managing contractual disputes. 	<ul style="list-style-type: none"> • Paxon notes that there has been some preliminary works in undertaking a preparation of a formalised guide but it would be required to completed and formalised. 	<p>Complete a guideline on Contract Management with a EMRC BMS to be presented to the EMT for endorsement</p>	<p>Manager Administration & Compliance</p> <ul style="list-style-type: none"> • Within 12 months

Efficiencies and Other Observations

Below is a summary of our other observations arising from the internal audit, which may assist you in improving the efficiency and effectiveness of your control environment. These observations are provided for your information and a formal response is not required.

Audit Area	Description
None	None

Appendix A

Level	Rank	Stars	Financial Loss	Non-Financial Considerations
1	Unsatisfactory	☆	>\$1m	<ul style="list-style-type: none"> Several medium rated observations or one or more high rated observations, significant risk for non-compliance with policies and regulations, serious violations of law, significant opportunities for improvement, substantiated, public embarrassment, very high multiple impacts, high widespread multiple news profile and third party actions.
2	Needs Improvement	☆☆	>\$100k<\$1m	<ul style="list-style-type: none"> Several medium rated observations and no high rated observations, control weak in one or more areas, non-compliance with policies and regulations, violation of law (not serious), substantial opportunities for improvement, substantiated, public embarrassment, high impact, high news profile and third party actions.
3	Satisfactory	☆☆☆	>\$50k<\$100k	<ul style="list-style-type: none"> Many low rated observations and/or few medium rated observations, several low rated violations of policy, minor violations of regulations, no violations of law, moderate opportunities for improvement, substantiated, public embarrassment, moderate impact and moderate news profile.
4	Very Good	☆☆☆☆	>\$10k<\$50k	<ul style="list-style-type: none"> Several low rated observations and/or one or two medium rated observations, minor contraventions of policies and procedures, no violations of law, minor opportunities for improvement, substantiated, low impact and low news profile.
5	Excellent	☆☆☆☆ ☆	<\$10k	<ul style="list-style-type: none"> Few low rated observations, no internal control weaknesses noted, good adherence to laws, regulations and policies, excellent control environment, unsubstantiated, low impact, low profile or no news item.

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Internal Audit Report:
IT General Controls

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Executive Summary

	Excellent	Very Good	Satisfactory	Needs Improvement	Unsatisfactory
	☆☆☆☆☆	☆☆☆☆	☆☆☆	☆☆	☆
Process	Strengths		Weaknesses		Rating
	<ul style="list-style-type: none"> Comprehensive Risk Register that is reviewed annually; Documented backup and recovery procedures; Access controls procedure; Business Continuity Plan; Record Keeping Plan as per the State Records Act (2000); and Employee IT guidance controls. 		<ul style="list-style-type: none"> Policy and guidelines requiring to be updated. 		☆☆☆☆

Overall Report Rating

Rating	Excellent	Very Good	Satisfactory	Needs Improvement	Unsatisfactory
		☆☆☆☆			

See Appendix A for a guide to the overall report rating scale.

1 Introduction

1.1 Background

Eastern Metropolitan Regional Council (“EMRC”) utilises a diverse range of information system and networks serving its various functions for the recording, analysing and reporting information. It is important that systems, networks and physical servers in use have adequate security in place and that the system’s data and physical servers are kept confidential and private from unauthorised access.

The Information Service business unit within the Corporate Services division is responsible for information technology security.

The previous internal audit of IT General Controls was conducted in 2012 and an Information Technology Vulnerability Assessment was undertaken in August 2015 by Stantons International.

1.2 Internal Audit Objective

The overall objective for this internal audit is to provide assurance that effective and efficient controls are in place in respect of Information Technology.

2 Scope

The following process and risk were covered in the internal audit:

Process	Key Risks
IT General Controls	<ul style="list-style-type: none"> • Availability of information systems; • Integrity of information; • Confidentiality of information; and • Ongoing use of legacy systems.

The scope of the internal audit excluded the following:

- Metadata Assessment

The internal audit covered the period from 1 July 2015 to 30 June 2016.

3 Methodology

Our methodology for the internal audit comprised:

- Conducting an initial meeting with management to obtain an understanding of processes and potential issues;
- Developing overview documentation of the processes including key controls by discussion with staff and review of the processes;
- Evaluating the adequacy of the controls to cover the identified risks and testing the compliance with the key controls;
- Researching the issues, weaknesses and potential improvements noted from our discussions and review of the existing processes including compliance with key controls;
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- Finalising the report and issuing it to the Director Corporate Services for distribution to the Audit Committee and relevant management.

4 Inherent Limitations

Due to the inherent limitations in any internal control structure, it is possible that errors or irregularities may occur and not be detected. Further, the internal control structure, within which the control procedures that have been reviewed operate, has not been reviewed in its entirety and therefore no opinion is expressed as to the effectiveness of the greater internal control structure.

It should also be noted that our internal audit was not designed to detect all weaknesses in control procedures as it was not performed continuously throughout the period subject to review.

The internal audit conclusion and any opinion expressed in this report have been formed on the above basis.

5 Detailed Audit Findings

Each issue detailed in this Section is rated based on the following scale:

Rating	Definition
High	<ul style="list-style-type: none"> Major contravention of policies, procedures or laws, unacceptable internal controls, high risk for fraud, waste or abuse, major opportunity to improve effectiveness and efficiency, major risk identified. Immediate corrective action is required. A short term fix may be needed prior to it being resolved properly.
Medium	<ul style="list-style-type: none"> Significant contravention of policies, procedures or laws, poor internal controls, significant opportunity to improve effectiveness and efficiency, significant risk identified. Corrective action is required. Need to be resolved as soon as resources can be made available, but within six months.
Low	<ul style="list-style-type: none"> Minor contravention of policies and procedures, weak internal controls, opportunity to improve effectiveness and efficiency, moderate risk identified. Corrective action is required. Need to be resolved within twelve months.

Business Issue	Risk Rating	Implication	Recommendation	Agreed Management Action	Ownership/Timing
<p>1. Policies and Guidelines</p> <ul style="list-style-type: none"> • Paxon noted the following procedural & guideline documents: <ul style="list-style-type: none"> i. Synergy Soft User Audits ii. Management Guideline – Electronic Mail Policy iii. Management Guideline –Data Security iv. Business Continuity Planning <p>Some of these have stated review time frames and owner history and some do not. There is a requirement for them to be uniformed and reviewed on a regular basis.</p>	<p>Low</p>	<ul style="list-style-type: none"> • Policies and Guidelines could be outdated and not in line with the current operative environment; • Technology and IT threats are changing constantly and as such EMRC could be at risk to system threats due to outdated documented control practices; and • With EMRC changing the operative nature at Red Hill, updates to these policies and guidelines will be required to ensure Red Hill is covered by the same controls. 	<ul style="list-style-type: none"> • Update these documents with the inclusion of a relevant review date, author and responsible manager. 	<p>Review current guidelines and update as necessary. Note that IT guidelines are intended to apply to all staff with computer accounts.</p>	<p>Manager Information Services / March 2017</p>

6 Efficiencies and Other Observations

Below is a summary of our other observations arising from the internal audit, which may assist you in improving the efficiency and effectiveness of your control environment. These observations are provided for your information and a formal response is not required.

Audit Area	Description
None	None

Appendix A

Level	Rank	Stars	Financial Loss	Non-Financial Considerations
1	Unsatisfactory	☆	>\$1m	<ul style="list-style-type: none"> Several medium rated observations or one or more high rated observations, significant risk for non-compliance with policies and regulations, serious violations of law, significant opportunities for improvement, substantiated, public embarrassment, very high multiple impacts, high widespread multiple news profile and third party actions.
2	Needs Improvement	☆☆	>\$100k<\$1m	<ul style="list-style-type: none"> Several medium rated observations and no high rated observations, control weak in one or more areas, non-compliance with policies and regulations, violation of law (not serious), substantial opportunities for improvement, substantiated, public embarrassment, high impact, high news profile and third party actions.
3	Satisfactory	☆☆☆	>\$50k<\$100k	<ul style="list-style-type: none"> Many low rated observations and/or few medium rated observations, several low rated violations of policy, minor violations of regulations, no violations of law, moderate opportunities for improvement, substantiated, public embarrassment, moderate impact and moderate news profile.
4	Very Good	☆☆☆☆	>\$10k<\$50k	<ul style="list-style-type: none"> Several low rated observations and/or one or two medium rated observations, minor contraventions of policies and procedures, no violations of law, minor opportunities for improvement, substantiated, low impact and low news profile.
5	Excellent	☆☆☆☆ ☆	<\$10k	<ul style="list-style-type: none"> Few low rated observations, no internal control weaknesses noted, good adherence to laws, regulations and policies, excellent control environment, unsubstantiated, low impact, low profile or no news item.

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Internal Audit Report:
Payroll

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Executive Summary

	Excellent	Very Good	Satisfactory	Needs Improvement	Unsatisfactory
	☆☆☆☆☆	☆☆☆☆	☆☆☆	☆☆	☆
Process	Strengths		Weaknesses		Rating
	<ul style="list-style-type: none"> Comprehensive software system documentation exists; Personnel records and payroll records are kept separately; Proper segregation of duties exists between payroll processing and payment; Only authorised persons have access to the payroll system; Pay runs are independently checked and authorised prior to processing; Comprehensive checks are performed of each pay run both prior to and after the pay run was processed; and A culture of approval of payroll transactions exists. 		<ul style="list-style-type: none"> Procedural document need to be reviewed and authorised regularly; Lack of procedural documentation; Verification of new employee financial details; and TRIM records are incomplete. 		☆☆☆

Overall Report Rating

Rating	Excellent	Very Good	Satisfactory	Needs Improvement	Unsatisfactory
			☆☆☆		

See Appendix A for a guide to the overall report rating scale.

1 Introduction

1.1 Background

At 30 June 2016, the Eastern Metropolitan Regional Council (“EMRC”) employed 100 full-time, part-time and casual workers across a number of different sites and sections.

Employee costs for the 2014-2015 financial year were \$8,433,189 which represents an increase of 7.7% from the \$7,827,857 incurred for the 2013-2014 financial year. The Statement of Comprehensive Income for the year ending 30 June 2017 (as adopted by an ordinary meeting of Council on 23 June 2016) forecasts salary expenses of \$8,515,484 for 2015-2016 and \$8,997,886 for 2016-2017. These forecasted salary expenses represent 25.12% (2015-2016) and 26.72% (2016-2017) respectively of total operating expenses from ordinary activities.

Competitive rates of pay (above Award rates) are offered to employees as well as superannuation benefits (up to 14.5%). Flexible working arrangements are offered to designated employees including a rostered day off scheme.

The Local Government Industry Award 2010, incorporating all amendments up to and including 23 December 2015 is applicable to the EMRC’s operations.

The previous internal audit of Payroll was conducted in 2012 by Stantons International.

1.2 Internal Audit Objective

The overall objective for this internal audit is to provide assurance that effective and efficient controls are in place in respect of Payroll.

2 Scope

The following process and risk were covered in the internal audit:

Process	Key Risks
Payroll	<ul style="list-style-type: none"> • Lack of documented procedures; • Unauthorised and incorrect payments and deductions; • Payments to ghost or terminated employees; • Misappropriation of funds; and • Inaccurate processing and accounting records in respect of payroll.

The scope of the internal audit excluded the following:

- Superannuation;
- PAYG; and
- Human Resource functions.

The internal audit covered the period from 1 July 2015 to 30 June 2016.

3 Methodology

Our methodology for the internal audit comprised:

- Conducting an initial meeting with management to obtain an understanding of processes and potential issues;
- Developing overview documentation of the processes including key controls by discussion with staff and review of the processes;
- Evaluating the adequacy of the controls to cover the identified risks and testing the compliance with the key controls;
- Researching the issues, weaknesses and potential improvements noted from our discussions and review of the existing processes including compliance with key controls;
- Developing appropriate recommendations for improvement for discussion with management;
- Drafting a report of findings and recommendations and obtaining formal responses from management; and
- Finalising the report and issuing it to the Director Corporate Services for distribution to the Audit Committee and relevant management.

4 Inherent Limitations

Due to the inherent limitations in any internal control structure, it is possible that errors or irregularities may occur and not be detected. Further, the internal control structure, within which the control procedures that have been reviewed operate, has not been reviewed in its entirety and therefore no opinion is expressed as to the effectiveness of the greater internal control structure.

It should also be noted that our internal audit was not designed to detect all weaknesses in control procedures as it was not performed continuously throughout the period subject to review.

The internal audit conclusion and any opinion expressed in this report have been formed on the above basis.

5 Detailed Audit Findings

Each issue detailed in this Section is rated based on the following scale:

Rating	Definition
High	<ul style="list-style-type: none"> Major contravention of policies, procedures or laws, unacceptable internal controls, high risk for fraud, waste or abuse, major opportunity to improve effectiveness and efficiency, major risk identified. Immediate corrective action is required. A short-term fix may be needed prior to it being resolved properly.
Medium	<ul style="list-style-type: none"> Significant contravention of policies, procedures or laws, poor internal controls, significant opportunity to improve effectiveness and efficiency, significant risk identified. Corrective action is required. Need to be resolved as soon as resources can be made available, but within six months.
Low	<ul style="list-style-type: none"> Minor contravention of policies and procedures, weak internal controls, opportunity to improve effectiveness and efficiency, moderate risk identified. Corrective action is required. Need to be resolved within twelve months.

Business Issue	Risk Rating	Implication	Recommendation	Agreed Management Action	Ownership/Timing
<p>1. Procedural document is not authorised.</p> <ul style="list-style-type: none"> The 'SynergySoft Payroll Procedures', as compiled by the Payroll/Accounts Officer does not indicate: <ul style="list-style-type: none"> Author; Date last reviewed; Next scheduled review; and Approval. 	Low	<ul style="list-style-type: none"> The 'SynergySoft Payroll Procedures' has not been authorised by operational management; and The 'SynergySoft Payroll Procedures' may not be updated regularly to reflect current practices in the EMRC. Consequently, following these Guidelines will result in compliance with the documented process but may cause operational errors. 	<ul style="list-style-type: none"> The 'SynergySoft Payroll Procedures', as compiled by the Payroll/Accounts Officer should comply with the normal EMRC processes. This will involve authorisation by operational management. 	<ul style="list-style-type: none"> The existing procedure manual will be updated to incorporate the recommendations as to disclosure of the author, date last reviewed, next scheduled review and approver; and The 'SynergySoft Payroll Procedures' will be reviewed as required or at least once annually and approved by the Director Corporate Services and/or Manager Financial Services. 	<ul style="list-style-type: none"> Director Corporate Services and/or Manager Financial Services within 3 months.
<p>2. Lack of procedural documentation.</p> <ul style="list-style-type: none"> Paxon has identified that there is no Payroll procedural document that deals with the following aspects: <ul style="list-style-type: none"> Information provided by Human Resources to Payroll, including: <ul style="list-style-type: none"> New staff; Terminated staff; and Higher duties. Saving of Payroll work papers in TRIM; and Checks performed by Finance Team Leader and Manager Financial Services. 	Medium	<ul style="list-style-type: none"> Key operational knowledge may be lost in case of staff turnovers which may result in ineffective and inefficient application of resources; and Changes to staff pays may not be processed in a timely manner (for example a staff member could be terminated and may continue to receive payment with no check to Human Resources information). 	<ul style="list-style-type: none"> A specific procedural document that records all Payroll activities outside the SynergySoft program should be compiled; and This guide should include a checklist stating information received from Human Resources. 	<ul style="list-style-type: none"> The process on how the payroll working file is filed into TRIM will be compiled & included in the payroll manual; A checklist will be written on how to check pays; and The revised procedure manual will incorporate a checklist of documentation to be received from HR (to be implemented). 	<ul style="list-style-type: none"> Director Corporate Services and Manager Financial Services within 3 months.

Business Issue	Risk Rating	Implication	Recommendation	Agreed Management Action	Ownership/Timing
<p>3. New employee financial details.</p> <ul style="list-style-type: none"> Human Resources provides the Payroll/Accounts Officer with the following documents which disclose the new employee's remuneration: <ul style="list-style-type: none"> "New Starter Checklist – Payroll Entry"; and Page in the "Offer of employment" which discloses the remuneration proposed to the new employee. Up to April 2016, Human Resources did not provide the Payroll/Accounts Officer with the page in the "Offer of employment" which discloses the remuneration proposed to the new employee; The Payroll/Accounts Officer relied solely on the hourly rate disclosed on the document entitled: "New Starter Checklist - Payroll Entry" with no formalised confirmation of contract details entered with the employees; and Documents provided demonstrate a clear line of authority, but the section that is provided to Payroll does not demonstrate the employee's financial details. The execution 	<p>Medium</p>	<ul style="list-style-type: none"> A risk that information provided by Human Resources within the instructions to Payroll may be incorrect and has only been verified by one employee; and The Payroll/Accounts Officer will not identify any intentional or unintentional misstatements in the employee information recorded in the "New Starter Checklist – Payroll Entry". 	<ul style="list-style-type: none"> Human Resources should provide the Payroll/Accounts Officer with original source documentation against which to validate the employee information recorded in the "New Starter Checklist – Payroll Entry"; and It should be noted that Paxon reviewed the remuneration of 5 new staff appointments since April 2016 and found no errors. 	<ul style="list-style-type: none"> The "New Starter Checklist – Payroll Entry" form is to be completed by the Workplace Advisor and authorised by the Manager HR detailing the new employee's financial details; and The Payroll/Accounts Officer and either the Finance Team Leader or Manager Financial Services will check the remuneration disclosed on the "New Starter Checklist – Payroll Entry" against relevant pages in the: <ul style="list-style-type: none"> "Offer of employment"; and "Contract of Employment". 	<ul style="list-style-type: none"> Manager Financial Services - already implemented.

Business Issue	Risk Rating	Implication	Recommendation	Agreed Management Action	Ownership/Timing
of the document is a copy of the last page of the contract where these details are not shown.					
<p>4. TRIM records are incomplete.</p> <ul style="list-style-type: none"> Supporting documentation for pay runs back to 12 August 2015 has not been recorded in TRIM; and Supporting documentation includes the checking and authorisation of Payroll as performed by the Finance Team Leader and Manager Financial Services. 	Low	<ul style="list-style-type: none"> No backup exists for this supporting documentation which discloses the checking and authorisation of Payroll as performed by the Finance Team Leader and Manager Financial Services. If these records were to be destroyed or misplaced there would be no audit trail of the checking and authorisation of each pay run. 	<ul style="list-style-type: none"> The supporting documentation for pay runs should be recorded in TRIM as soon as possible. 	<ul style="list-style-type: none"> All documents are stored in hard copy consistent with the Records Keeping Plan that has been approved by State Records. However, it is acknowledged that the supporting documents evidencing the authorisation will be recorded in TRIM after each fortnightly pay run. 	<ul style="list-style-type: none"> Payroll/Accounts Officer – immediately.

6 Efficiencies and Other Observations

Below is a summary of our other observations arising from the internal audit, which may assist you in improving the efficiency and effectiveness of your control environment. These observations are provided for your information and a formal response is not required.

Audit Area	Description
None	None

Appendix A

Level	Rank	Stars	Financial Loss	Non-Financial Considerations
1	Unsatisfactory	☆	>\$1m	<ul style="list-style-type: none"> Several medium rated observations or one or more high rated observations, significant risk for non-compliance with policies and regulations, serious violations of law, significant opportunities for improvement, substantiated, public embarrassment, very high multiple impacts, high widespread multiple news profile and third party actions.
2	Needs Improvement	☆☆	>\$100k<\$1m	<ul style="list-style-type: none"> Several medium rated observations and no high rated observations, control weak in one or more areas, non-compliance with policies and regulations, violation of law (not serious), substantial opportunities for improvement, substantiated, public embarrassment, high impact, high news profile and third party actions.
3	Satisfactory	☆☆☆	>\$50k<\$100k	<ul style="list-style-type: none"> Many low rated observations and/or few medium rated observations, several low rated violations of policy, minor violations of regulations, no violations of law, moderate opportunities for improvement, substantiated, public embarrassment, moderate impact and moderate news profile.
4	Very Good	☆☆☆☆	>\$10k<\$50k	<ul style="list-style-type: none"> Several low rated observations and/or one or two medium rated observations, minor contraventions of policies and procedures, no violations of law, minor opportunities for improvement, substantiated, low impact and low news profile.
5	Excellent	☆☆☆☆ ☆	<\$10k	<ul style="list-style-type: none"> Few low rated observations, no internal control weaknesses noted, good adherence to laws, regulations and policies, excellent control environment, unsubstantiated, low impact, low profile or no news item.

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Internal Audit Report:
Human Resource Management and
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Executive Summary

Process	Excellent	Very Good	Satisfactory	Needs Improvement	Unsatisfactory
	☆☆☆☆☆	☆☆☆☆	☆☆☆	☆☆	☆
	Strengths		Weaknesses		Rating
Human Resource Management	<ul style="list-style-type: none"> • A comprehensive set of policies, guidelines and templates exist to manage human resource activities; • A register of applicable legislative instruments is kept; • Guidelines disclose the titles of applicable legislative instruments; • A risk register is kept which identifies human resources management risks; and • Training needs for employees are assessed on an annual basis. 	<ul style="list-style-type: none"> • Guidelines are not revised as scheduled; and • Independent records are not reconciled between business units. 			☆☆☆☆
OS&H	<ul style="list-style-type: none"> • A number of documents exist to manage the Occupational Safety and Health (OS&H) environment as per the current legislative environment; • Roles and responsibilities are clearly defined, documented and communicated with respect to OS&H; • Induction training is provided to new employees relevant to the specific needs of their position and to the duties they will perform; • The "EMRC – Safety Management Plan 2015/2016": <ul style="list-style-type: none"> • Comprehensively describes hazard identification and reporting; • Makes provision for the performance of both: <ul style="list-style-type: none"> • Systems Audits; and • Application Audits. • Describes the operations of the Safety Advisory Committee; and 	<ul style="list-style-type: none"> • No weaknesses were noted. 			☆☆☆☆

	Excellent	Very Good	Satisfactory	Needs Improvement	Unsatisfactory
	☆☆☆☆☆	☆☆☆☆	☆☆☆	☆☆	☆
Process	Strengths		Weaknesses		Rating
	<ul style="list-style-type: none"> Describes comprehensively the "Safety Responsibilities of Safety and Health Representatives". The "OSH Workplan for 2016" makes provision for the performance of quarterly inspections at sites; The "Eastern Metropolitan Regional Council - Contractor Safety Handbook – Version 2 – May 2016" comprehensively describes OS&H requirements for contractors; and Guidelines exist which comprehensively describes the process for the: <ul style="list-style-type: none"> Reporting of both incidents and near misses; and Management of both incidents and near misses. 				

Overall Report Rating

Rating	Excellent	Very Good	Satisfactory	Needs Improvement	Unsatisfactory
		☆☆☆☆			

See Appendix A for a guide to the overall report rating scale.

1 Introduction

1.1 Background

At 30 June 2016 the Eastern Metropolitan Regional Council (“EMRC”) employed 100 full-time, part-time and casual workers across a number of different sites and sections.

The Human Resources Team (“HR Team”) work closely with the CEO and Executive Management Team to develop and provide an environment that motivates staff to perform at optimum levels. This team assists the organisation in achieving the EMRC’s vision:

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

The HR Team provide leadership and guidance in the development, implementation and equitable administration of HR policies, guidelines and procedures. The HR Team ensure a diverse workforce in a safe and discrimination free environment by maintaining compliance with employment laws, OS&H and other relevant legislation. The HR Team develop strategies to attract and retain qualified staff and focus on developing people to strive towards excellence, by enhancing their skills, knowledge and capabilities.

The previous internal audit of Human Resources Management was conducted in 2014 by Stantons International.

1.2 Internal Audit Objective

The overall objective for this internal audit is to provide assurance that effective and efficient controls are in place in respect of Human Resource Management and Occupational Safety and Health (“OS&H”).

2 Scope

The following process and risk were covered in the internal audit:

Process	Key Risks
Human Resource Management and OS&H	<ul style="list-style-type: none"> • Compliance with legislation; • Lack of awareness; • Not having appropriate policies in place; • Security; and • Completeness of information.

The internal audit covered the period from 1 July 2015 to 30 June 2016.

3 Methodology

Our methodology for the internal audit comprised:

- Conducting an initial meeting with management to obtain an understanding of processes and potential issues;
- Developing overview documentation of the processes including key controls by discussion with staff and review of the processes;
- Evaluating the adequacy of the controls to cover the identified risks and testing the compliance with the key controls;
- Researching the issues, weaknesses and potential improvements noted from our discussions and review of the existing processes including compliance with key controls;
- Developing appropriate recommendations for improvement for discussion with management;
- Drafting a report of findings and recommendations and obtaining formal responses from management; and
- Finalising the report and issuing it to the Director Corporate Services for distribution to the Audit Committee and relevant management.

4 Inherent Limitations

Due to the inherent limitations in any internal control structure, it is possible that errors or irregularities may occur and not be detected. Further, the internal control structure, within which the control procedures that have been reviewed operate, has not been reviewed in its entirety and therefore no opinion is expressed as to the effectiveness of the greater internal control structure.

It should also be noted that our internal audit was not designed to detect all weaknesses in control procedures as it was not performed continuously throughout the period subject to review.

The internal audit conclusion and any opinion expressed in this report have been formed on the above basis.

5 Detailed Audit Findings

Each issue detailed in this Section is rated based on the following scale:

Rating	Definition
High	<ul style="list-style-type: none"> Major contravention of policies, procedures or laws, unacceptable internal controls, high risk for fraud, waste or abuse, major opportunity to improve effectiveness and efficiency, major risk identified. Immediate corrective action is required. A short term fix may be needed prior to it being resolved properly.
Medium	<ul style="list-style-type: none"> Significant contravention of policies, procedures or laws, poor internal controls, significant opportunity to improve effectiveness and efficiency, significant risk identified. Corrective action is required. Need to be resolved as soon as resources can be made available, but within six months.
Low	<ul style="list-style-type: none"> Minor contravention of policies and procedures, weak internal controls, opportunity to improve effectiveness and efficiency, moderate risk identified. Corrective action is required. Need to be resolved within twelve months.

Business Issue	Risk Rating	Implication	Recommendation	Agreed Management Action	Ownership/Timing
Human Resource Management					
<p>1. Management guidelines are not revised as scheduled.</p> <ul style="list-style-type: none"> Two 'Management Guidelines', last reviewed in 2012 and scheduled for review in 2014 were not reviewed as indicated. These two 'Management Guidelines' are: <ul style="list-style-type: none"> Managing Employee Termination; and Overtime and Additional Hours. 	Low	<ul style="list-style-type: none"> These two 'Management Guidelines' may not reflect current practices in the EMRC. Consequently, following these Guidelines will result in compliance with the documented process but may cause operational errors. 	<ul style="list-style-type: none"> The two 'Management Guidelines' should both be reviewed and appropriately updated. 	<ul style="list-style-type: none"> The two Management Guidelines will be reviewed in the next 12 months, and updated where relevant. 	<ul style="list-style-type: none"> Manager Human Resources.
<p>2. Independent records are not reconciled between business units.</p> <ul style="list-style-type: none"> The Payroll/Accounts Officer does not agree total employee numbers, as per its records, with total employee numbers as per the records of Human Resources; and The Payroll/ Accounts Officer rely on information specifically provided to her by the Workplace Advisor as to new and terminated employees. 	Low	<ul style="list-style-type: none"> The Workplace Advisor acting independently or in unison with someone else, may: <ul style="list-style-type: none"> Create phantom employees; or Not inform the Payroll/Accounts Officer of terminated employees. 	<ul style="list-style-type: none"> On a regular basis the two business units should do a reconciliation of number employed via payroll and via HR. This could be undertaken via a time sheet report via SynergySoft. 	<ul style="list-style-type: none"> Quarterly reconciliation will be undertaken. 	<ul style="list-style-type: none"> Payroll Officer / Workplace Advisor.

6 Efficiencies and Other Observations

Below is a summary of our other observations arising from the internal audit, which may assist you in improving the efficiency and effectiveness of your control environment. These observations are provided for your information and a formal response is not required.

Audit Area	Description
OS&H	<p>In reviewing the internal plan, guidelines that are produced by OS&H, Paxon observed some instances where grammatical and small alterations are required for these documents to be compliant:</p> <p>Safety Management Plan</p> <ul style="list-style-type: none"> • The “EMRC – Safety Management Plan 2015/2016” (“Plan”) discloses: <ul style="list-style-type: none"> • Target dates for implementation of its main elements; and • Both historical and targeted (future) figures for performance measures. <p>As such, it contains data driven data. The plan further states that its next review is scheduled for March 2017, or as required. The EMRC should consider updating the Plan on an annual basis to ensure that date driven data in the Plan remain current.</p> <p>Staff Handbook</p> <ul style="list-style-type: none"> • The Staff Handbook was last reviewed in May 2012. The EMRC should consider reviewing the Staff Handbook to ensure it: <ul style="list-style-type: none"> • Complies with changes in legislation since its last review; and • Reflects current work practices within EMRC. <p>Staff Handbook and Contractor Safety Handbook</p> <ul style="list-style-type: none"> • Paxon has noted that these documents do not contain an administrative section which discloses particulars of its review and approval. The EMRC should consider adding an administrative section to these documents as included in other EMRC process documents. <p>Synchronising documents</p> <ul style="list-style-type: none"> • Paxon has noted differences between the activities listed in: <ul style="list-style-type: none"> • The “OSH Workplan for 2016” (first half of the 2016 calendar year); and • The “Plan Implementation” section in the Plan. <p>The EMRC should consider synchronising these documents.</p> <p>Technical references</p> <ul style="list-style-type: none"> • Paxon has identified the following items: <ul style="list-style-type: none"> • The “EMRC – Staff Handbook” refers to the “Occupational Health and Safety Act” and not to the “Occupational Safety and Health Act 1984”; and

Audit Area	Description
OS&H (continued)	<ul style="list-style-type: none"> • The “EMRC – Occupational Safety & Health Guideline – Smoking in the Workplace” refers to the Tobacco Control Act 2006” and not to the “Tobacco Products Control Act 2006”. <p>EMRC should consider examining all process documents to ensure that references to legislative instruments are technically correct.</p>
Human Resource Management	Workers’ Compensation Claims <ul style="list-style-type: none"> • Paxon has noted that at present, Workers Compensation claims are not checked by the HR Manager prior to submission to LGIS. The HR Manager should examine such claims prior to its submission to LGIS.

Appendix A

Level	Rank	Stars	Financial Loss	Non-Financial Considerations
1	Unsatisfactory	☆	>\$1m	<ul style="list-style-type: none"> Several medium rated observations or one or more high rated observations, significant risk for non-compliance with policies and regulations, serious violations of law, significant opportunities for improvement, substantiated, public embarrassment, very high multiple impacts, high widespread multiple news profile and third party actions.
2	Needs Improvement	☆☆	>\$100k<\$1m	<ul style="list-style-type: none"> Several medium rated observations and no high rated observations, control weak in one or more areas, non-compliance with policies and regulations, violation of law (not serious), substantial opportunities for improvement, substantiated, public embarrassment, high impact, high news profile and third party actions.
3	Satisfactory	☆☆☆	>\$50k<\$100k	<ul style="list-style-type: none"> Many low rated observations and/or few medium rated observations, several low rated violations of policy, minor violations of regulations, no violations of law, moderate opportunities for improvement, substantiated, public embarrassment, moderate impact and moderate news profile.
4	Very Good	☆☆☆☆	>\$10k<\$50k	<ul style="list-style-type: none"> Several low rated observations and/or one or two medium rated observations, minor contraventions of policies and procedures, no violations of law, minor opportunities for improvement, substantiated, low impact and low news profile.
5	Excellent	☆☆☆☆ ☆	<\$10k	<ul style="list-style-type: none"> Few low rated observations, no internal control weaknesses noted, good adherence to laws, regulations and policies, excellent control environment, unsubstantiated, low impact, low profile or no news item.

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12 REPORTS OF DELEGATES

Nil

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

Nil

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

Nil

15 FUTURE MEETINGS OF THE AUDIT COMMITTEE

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

“2.3 Meetings

The Committee meet as required at the discretion of the Chairman of the Committee at least three (3) times per year to coincide with approval of strategic and annual plans, the annual budget and the auditor’s report on the annual financial report.

Additional meetings shall be convened at the discretion of the Chairman or at the written request of any member of the Committee or external auditor.”

Future Meetings 2017

Thursday	2	February (if required)	at	EMRC Administration Office
Thursday	9	March	at	EMRC Administration Office
Thursday	6	April (if required)	at	EMRC Administration Office
Thursday	4	May (if required)	at	EMRC Administration Office
Thursday	8	June	at	EMRC Administration Office
Thursday	6	July (if required)	at	EMRC Administration Office
Thursday	10	August (if required)	at	EMRC Administration Office
Thursday	7	September	at	EMRC Administration Office
Thursday	5	October (if required)	at	EMRC Administration Office
Thursday	16	November (if required)	at	EMRC Administration Office

16 DECLARATION OF CLOSURE OF MEETING

There being no further business the meeting was closed at 6:05pm.



16 REPORTS OF DELEGATES

Nil

17 MEMBERS' MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

17.1 NOTICE OF MOTION RECEIVED FROM CR SUTHERLAND

In accordance with Clause 4.18 of the EMRC Standing Orders Local Law 2013, Cr Sutherland has given notice of her intention to move the following motion at the Ordinary Meeting of Council to be held on 1 December 2016:

"That the CEOAC give consideration to initiating a project to work cooperatively with the Department of Water and Water Corporation to review the current drainage management arrangements, with a view to improving the efficiency and transparency of protecting the community from flooding."

Reason for Motion

The key issues to be addressed by the project would include:

- Transparency of the financial arrangements for the protection of the community from major flood events and the day to day delivery of drainage services.
- Consistency of objectives and technical criteria for community flood protection and drainage services across Department of Water, Water Corporation and local governments.
- Investigate opportunities for rationalisation of infrastructure management arrangements between Water Corporation and local government where efficiencies could be achieved by doing so.

Officer Comments

The EMRC is a partner of the Cooperative Research Centre for Water Sensitive Cities (CRCWSC). A key focus for the CRCWSC is to make cities (and towns) water sensitive cities rather than drained cities. A large amount of research has been undertaken on converting drains into living streams and mitigation of flooding. This has included looking at the economic value (market and non-market) of such projects and building business cases to support government and industry to move towards water sensitive practices.

The Department of Water and Water Corporation also partner with the CRCWSC, with a recent outcome being: "*Shaping Perth as a Water Sensitive City: Outcomes and perspectives from a participatory process to develop a vision and strategic transition framework*" The next stages include an implementation plan and a working group to take this forward, which the EMRC has been invited to participate in.

No single agency is responsible for overseeing the quality of water in Perth's urban stormwater and drainage system before it enters the river.

Drainage management is fragmented. The Water Corporation manages 828 kilometres of main drains in the metropolitan area (20 per cent of drainage infrastructure) to prevent flooding. Local governments manage local drains (80 per cent) and a small number of drains are privately owned. One length of drain can be managed by multiple organisations.

Water Corporation in the past has taken a regulatory role over drainage although recently it seems to be shifting towards a more collaborative approach and is working closely with the Department of Water and its interest in water quality and water sensitive urban design seems to be increasing.

The Department of Water and Water Corporation signed a "Drainage Partnership Agreement: Beyond regulatory compliance" to commit to move Perth from 'Drained City' towards a 'Water Sensitive City' in June 2016, have also recently released a "Drainage for Liveability Program" and are seeking innovative projects from local governments. However, no funding has been attached to this Program to date. The City of Bayswater's Russell Street compensating basin, which is planned for a Pop up Park, has been selected as the first project under the "Drainage for Liveability Program."



Item 17.1 continued

The EMRC is a member of the steering group for the integrated economic assessment and business case development for Water Sensitive Cities. EMRC has recommended the Shire of Mundaring for a case study on converting an open drain into a living stream (Lot 800 Katharine Street, Bellevue).

The EMRC also nominated the City of Bayswater's Russell Street Pop up Park as a demonstration project with the CRCWSC and the Shire of Kalamunda's Managed Aquifer Recharge project at Hartfield Park as a case study for others to learn from. The outcomes of these are not yet known.

The Department of Water recently released its revised Decision Process for Stormwater Management for comment, which outlined the State government's approaches and criteria for planning and designing new and existing (retrofitting) stormwater systems throughout Western Australia.

Given the EMRC's involvement with the CRCWSC and other water related issues, it is capable of making the appropriate arrangements to assist the CEOAC to consider and determine whether there is a role for local government to play in drainage management and flood protection, per Councillor Sutherland's notice of motion.

Cr Sutherland summarised the motion and discussion ensued.

Cr Bridges suggested that the motion be amended to include the word "local" prior to the word "flooding", as he highlighted the distinction between local flood and the 100 year flood.

Cr Sutherland agreed to the revised motion and Cr Kenyon seconded the motion.

SUBSTANTIVE MOTION

That the CEOAC give consideration to initiating a project to work cooperatively with the Department of Water and Water Corporation to review the current drainage management arrangements, with a view to improving the efficiency and transparency of protecting the community from local flooding.

COUNCIL RESOLUTION

MOVED CR SUTHERLAND

SECONDED CR KENYON

THAT THE CEOAC GIVE CONSIDERATION TO INITIATING A PROJECT TO WORK COOPERATIVELY WITH THE DEPARTMENT OF WATER AND WATER CORPORATION TO REVIEW THE CURRENT DRAINAGE MANAGEMENT ARRANGEMENTS, WITH A VIEW TO IMPROVING THE EFFICIENCY AND TRANSPARENCY OF PROTECTING THE COMMUNITY FROM LOCAL FLOODING.

CARRIED UNANIMOUSLY



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

18.1 HIGH VOLTAGE NETWORK INTERCONNECT CABLE APPROVAL VARIATION

REFERENCE: D2016/17270

PURPOSE OF REPORT

The purpose of this report is to obtain Council approval for a cost variation to the tender price for the high voltage interconnect cable for the Hazelmere Wood Waste to Energy Plant and to authorise the CEO to enter into a deed of indemnification and/or caveat with the City of Swan.

KEY ISSUES AND RECOMMENDATION(S)

- In August 2016, Densford Civil Pty Ltd were awarded a contract to install a high voltage (22 kV) network interconnect cable between the Hazelmere Wood Waste to Energy Plant and Perth Airport Pty Ltd (PAPL) as a result of Tender 2016/003 High Voltage (22 kV) Network Interconnect Cable .
- Since commencing work on the contract and as a result of negotiations with the City of Swan for approval for the cable alignment, part of the cable route has had to be changed resulting in a contract variation greater than that provided for in the August 2016 Council approval.
- Approval is sought to authorise a variation to the contract whilst maintaining the 15% contingency allowance on the contract sum previously identified to cover other potential contract variations which could arise.
- Approval is also sought to authorise the CEO to enter into a deed of indemnification and/or caveat with the City of Swan with respect to the cable installation within the Lakes Road, Vale Road and Kalamunda Road reserves, if required.

Recommendation(s)

That Council:

1. Authorise a variation of \$171,707.10 (ex GST) for the Tender 2016/003 High Voltage (22 kV) Network Interconnect Cable awarded to Densford Civil Pty Ltd whilst maintaining the 15% contingency on the contract sum for any contingencies that may arise during the execution of the contract.
2. By absolute majority in accordance with section 5.42 of the *Local Government Act 1995* authorise the CEO to enter into a deed of indemnification and/or caveat with the City of Swan with respect to the installation of a high voltage (22 kV) interconnect cable within the Lakes Road, Vale Road and Kalamunda Road reserves, if required.

SOURCE OF REPORT

Director Waste Services



Item 18.1 continued

BACKGROUND

At the 19 June 2014 meeting of Council, it was resolved (D2014/06931):

“THAT:

- 1. COUNCIL BY ABSOLUTE MAJORITY, PURSUANT TO SECTION 5.42 OF THE LOCAL GOVERNMENT ACT 1995, DELEGATES AUTHORITY TO THE CEO TO FINALISE AND EXECUTE A WHOLESALE ELECTRICITY AGREEMENT.*
- 2. THE REPORT AND ATTACHMENTS REMAIN CONFIDENTIAL AND BE CERTIFIED BY THE CHAIRMAN AND CEO.”*

The agreement to sell power from the Hazelmere Wood Waste to Energy Plant to PAPL was signed in June 2016 and will commence in early 2017 when the plant is commissioned.

The installation of a High Voltage (22 kV) Network Interconnect Cable between Hazelmere Wood Waste to Energy Plant and PAPL was resolved by Council at the 18 August 2016 meeting (D2016/11275):

“THAT COUNCIL:

- 1. AWARD TENDER NUMBER 2016-003 HIGH VOLTAGE (22 KV) NETWORK INTERCONNECT CABLE TO DENSFORD CIVIL PTY LTD FOR \$752,564.00 (EX. GST).*
- 2. AUTHORISE THE CEO TO ENTER INTO A CONTRACT, ON BEHALF OF THE EMRC, WITH DENSFORD CIVIL PTY LTD IN ACCORDANCE WITH THEIR SUBMITTED TENDER, SUBJECT TO ANY MINOR VARIATIONS THAT MAY BE AGREED ON BETWEEN THE CEO AND DENSFORD CIVIL PTY LTD.*
- 3. AUTHORISE A 15% CONTINGENCY ON THE CONTRACT SUM FOR ANY CONTINGENCIES THAT MAY ARISE DURING THE EXECUTION OF THE PROJECT.”*

REPORT

Since Densford Civil Pty Ltd commenced work on the contract to install a high voltage (22 kV) interconnect cable between the Hazelmere Wood Waste to Energy Plant and PAPL, there have been negotiations with the various stakeholders and service providers impacted by the designed route, including the City of Swan, Main Roads WA, PAPL, Western Power, the Perth Transport Authority and the Dampier to Bunbury Pipeline Trust.

The cable alignment from Lakes Road was to have followed the proposed Lloyd Street extension to the Great Eastern Highway Bypass before crossing that road and following an alignment on PAPL land. However the City of Swan have not concluded negotiations with all landowners adjoining the Lloyd Street extension and so the cable route had to be realigned to follow a route further along Lakes Road and then along Vale Road to get to the Great Eastern Highway Bypass (refer Attachment 1). This change of alignment added 470 metres to the length of cable required plus significant installation cost because the City of Swan required directional drilling along Vale Road because of trees in the road alignment.

As a result, this change of alignment is regarded as a variation under the contract and has been priced at \$171,707.10 (ex GST) and has formally been lodged by the contractor with the EMRC. The 18 August 2016 Council approval allowed for a contingency of 15% on the contract sum ie \$112,884.60 (ex GST) for any contingencies that may arise during the contract execution, including unforeseen circumstances and/or latent conditions such as underground rock or possible rerouting of the cable.

It is proposed to maintain the original contingency allowance of 15% of the contract to cover the cost of variations that may arise once excavation and drilling commences and seek Council approval for the contract variation of \$171,707.10 (ex GST). The section of the cable on PAPL land may also be subject to realignment depending on final advice from PAPL.



Item 18.1 continued

The increased cost of the interconnect cable installation does not materially affect the financial viability of the project.

The City of Swan have also indicated there may be a requirement for a deed of indemnification and/or caveat which protects the City in the event that anything happens to the cable that causes injury to a third party or the cable is required to be maintained and damage is incurred to City property (including the road reserves).

Given the next meeting of the EMRC Council is not until 16 February 2017, approval is therefore sought to authorise the CEO to enter into a deed of indemnification and/or caveat with the City of Swan with respect to the cable installation within the Lakes Road, Vale Road and Kalamunda Road reserves, if required.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 1 – Environmental Sustainability

- 1.1 To provide sustainable waste disposal operations
- 1.2 To improve regional waste management
- 1.3 To provide resource recovery and recycling solutions in partnership with member Councils

FINANCIAL IMPLICATIONS

The cost of the cable installation and the contingency allowance has been allowed for in the approved 2016/2017 budget (24399/11 Wood Waste to Energy Utilities/Infrastructure – Resource Recovery Park).

SUSTAINABILITY IMPLICATIONS

The Hazelmere Wood Waste to Energy Plant will provide renewable energy (which offsets fossil fuel powered generation) for export and biochar from wood chip that would otherwise be sent to landfill.

MEMBER COUNCIL IMPLICATIONS

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

ATTACHMENT(S)

Map of amended alignment of the high voltage interconnect cable route (Ref: D2016/17500)



Item 18.1 continued

VOTING REQUIREMENT

Recommendation 1 Simple Majority
Recommendation 2 Absolute Majority

RECOMMENDATION(S)

That Council:

1. Authorise a variation of \$171,707.10 (ex GST) for the Tender 2016/003 High Voltage (22 kV) Network Interconnect Cable awarded to Densford Civil Pty Ltd whilst maintaining the 15% contingency on the contract sum for any contingencies that may arise during the execution of the contract.
2. By absolute majority in accordance with section 5.42 of the *Local Government Act 1995* authorise the CEO to enter into a deed of indemnification and/or caveat with the City of Swan with respect to the installation of a high voltage (22 kV) interconnect cable within the Lakes Road, Vale Road and Kalamunda Road reserves, if required.

The CEO provided a brief overview of the report to councillors and discussion ensued.

COUNCIL RESOLUTION(S)

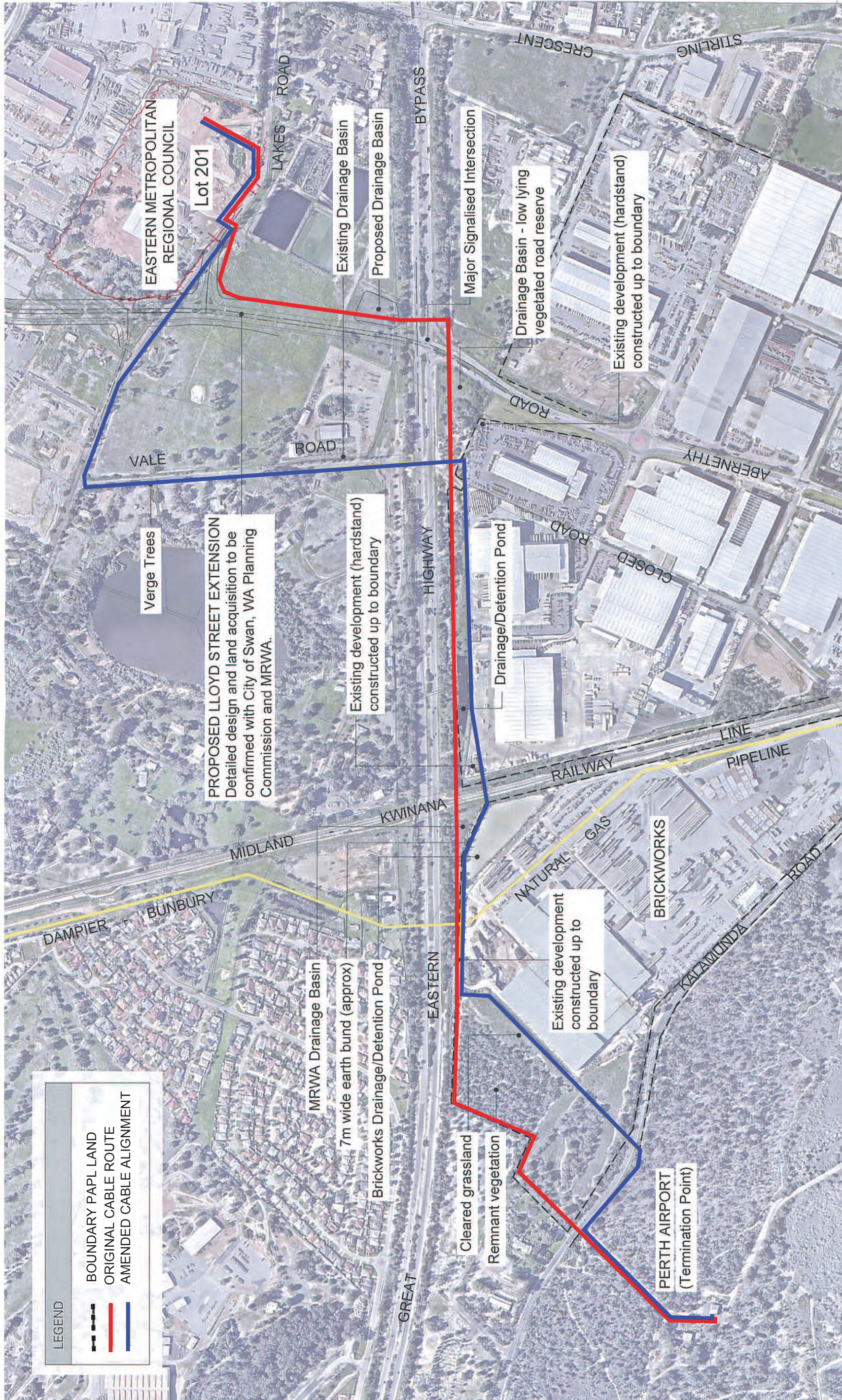
MOVED CR KENYON

SECONDED CR SUTHERLAND

THAT COUNCIL:

1. AUTHORISE A VARIATION OF \$171,707.10 (EX GST) FOR THE TENDER 2016/003 HIGH VOLTAGE (22 KV) NETWORK INTERCONNECT CABLE AWARDED TO DENSFORD CIVIL PTY LTD WHILST MAINTAINING THE 15% CONTINGENCY ON THE CONTRACT SUM FOR ANY CONTINGENCIES THAT MAY ARISE DURING THE EXECUTION OF THE CONTRACT.
2. BY ABSOLUTE MAJORITY IN ACCORDANCE WITH SECTION 5.42 OF THE *LOCAL GOVERNMENT ACT 1995* AUTHORISE THE CEO TO ENTER INTO A DEED OF INDEMNIFICATION AND/OR CAVEAT WITH THE CITY OF SWAN WITH RESPECT TO THE INSTALLATION OF A HIGH VOLTAGE (22 KV) INTERCONNECT CABLE WITHIN THE LAKES ROAD, VALE ROAD AND KALAMUNDA ROAD RESERVES, IF REQUIRED.

CARRIED BY ABSOLUTE MAJORITY 12/0



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EMRC CABLE ROUTE CONSIDERATION PLAN
EMRC - PERTH AIRPORT
HAZELMERE

CHESTERMAN
 URBAN DESIGN - PLANNING
 P.O. Box 7 Claremont WA 6910
 Telephone 0409 295 918
 Date - 4.10.2016 Scale @ A3: 1:7000
 Project / Plan: CON001





19 CONFIDENTIAL MATTERS 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

MOVED CR PERKS

SECONDED CR DAW

THAT WITH THE EXCEPTION OF THE CEO, MANAGER HUMAN RESOURCES AND MR PHILLIPS 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.

CARRIED UNANIMOUSLY

The doors of the meeting were closed at 6:40pm and members of the public departed the Council Chambers.

The Director Corporate Services, Director Waste Services, Director Regional Services, Executive Assistant to the CEO and Personal Assistant to the Director Corporate Services departed the meeting at 6:40pm.

The Council considered the Confidential Item circulated with the Agenda under Separate Cover.

19.1 ITEM 14.1 OF THE CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW COMMITTEE MINUTES - CHIEF EXECUTIVE OFFICER PERFORMANCE AND SALARY REVIEW FOR 2015/2016 AND OBJECTIVE SETTING FOR 2016/2017

REFERENCE: D2016/17020

This item is recommended to be confidential because it contains matters affecting an employee and is to be treated as confidential in accordance with EMRC Policy 4.1 – Chief Executive Officer Appointment, Performance Assessment and Review Policy.

The Council considered the 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

MOVED CR PERKS

SECONDED CR KENYON

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.

CARRIED UNANIMOUSLY



Item 19 continued

The doors of the meeting were re-opened at 6:45pm and members of the public returned to Council Chambers.

Recording of the resolutions passed behind closed doors, namely:

19.1 ITEM 14.1 OF THE CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW COMMITTEE MINUTES - CHIEF EXECUTIVE OFFICER PERFORMANCE AND SALARY REVIEW FOR 2015/2016 AND OBJECTIVE SETTING FOR 2016/2017

REFERENCE: D2016/17020

COUNCIL RESOLUTION(S)

MOVED CR POWELL

SECONDED CR O'CONNOR

THAT:

1. COUNCIL ASSESSES THE CHIEF EXECUTIVE OFFICER'S PERFORMANCE FOR THE PERIOD 1 JULY 2015 TO 30 JUNE 2016 AS SATISFACTORY.
2. COUNCIL ADOPTS THE PERFORMANCE CRITERIA OUTLINED WITHIN THE REPORT FOR 2016/2017
3. COUNCIL CONSIDERS RECOMMENDATIONS MADE BY THE SALARIES AND ALLOWANCES TRIBUNAL IN RELATION TO THE REVIEW OF THE CHIEF EXECUTIVE OFFICER'S REMUNERATION, AND APPROVES 1.5% INCREASE TO BE MADE TO THE CHIEF EXECUTIVE OFFICER'S REMUNERATION EFFECTIVE 1 JULY 2016.
4. THE REPORT AND ATTACHMENTS REMAIN CONFIDENTIAL AND BE CERTIFIED BY THE CHAIRMAN AND CEO.

CARRIED UNANIMOUSLY

20 FUTURE MEETINGS OF COUNCIL

The next meeting of Council will be held on **Thursday 16 February 2017** at the EMRC Administration Office, 1st Floor, Ascot Place, 226 Great Eastern Highway, Belmont WA 6104 commencing at 6:00pm.

Future Meetings 2017

Thursday	16 February	at	EMRC Administration Office
Thursday	23 March	at	EMRC Administration Office
Thursday	20 April (if required)	at	EMRC Administration Office
Thursday	18 May (if required)	at	EMRC Administration Office
Thursday	22 June	at	EMRC Administration Office
Thursday	20 July (if required)	at	EMRC Administration Office
Thursday	24 August (if required)	at	EMRC Administration Office
Thursday	21 September	at	EMRC Administration Office
Thursday	7 December	at	EMRC Administration Office
January 2018 (recess)			

21 DECLARATION OF CLOSURE OF MEETING

There being no further business, the Chairman wished everyone a Merry Christmas and closed the meeting at 6:45pm.