



# Strategic Community Plan

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2019/20 to 2029/30





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*The WMRC acknowledges the Whadjuk Noongar people as the traditional custodians of this land, and pays respect to their Elders past, present and emerging.*

# Our vision for waste management in Perth's central western communities in 2030

The Western Metropolitan Regional Council (WMRC) will assist the community in effectively and efficiently reducing waste; recovering resources; and minimising the impact of waste on the environment.

By 2030, metropolitan waste management will no longer be heavily reliant on landfill disposal. Organic waste will largely be separated from other municipal solid waste, especially through the introduction of a third FOGO (food organics, garden organics) bin; and will be effectively processed into soil conditioning materials that meet Australian standards. Most residual wastes will be dispatched for energy recovery at waste to energy plants.

To minimise transport and logistics costs and enable efficient waste haulage to distant waste treatment and disposal sites, waste collection trucks across the Perth metropolitan area will deliver to strategically located waste transfer stations, including that of the WMRC. Waste collection routes will be optimised to localise the operation of waste collection vehicles and achieve economies of scale.

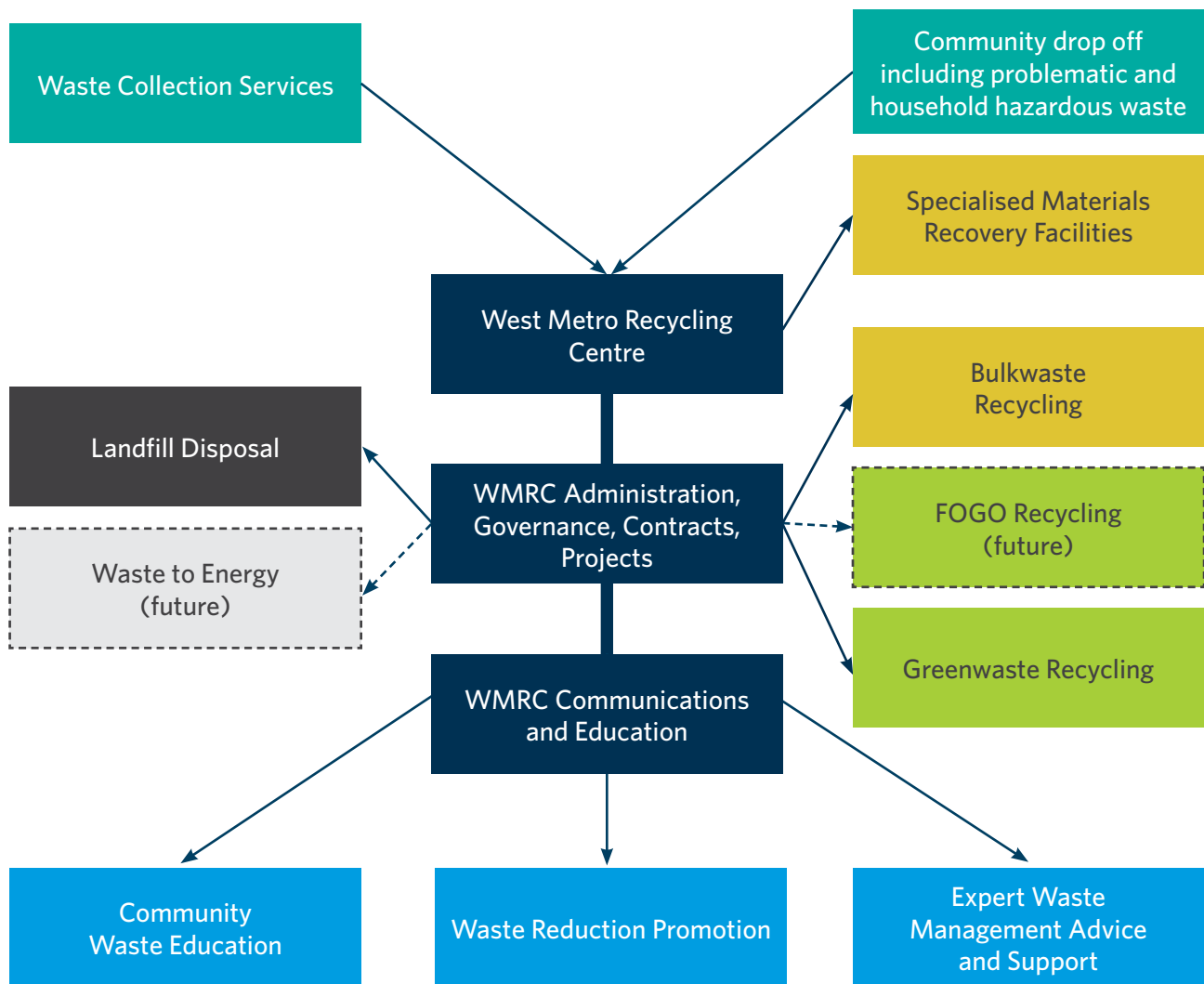
Municipal and commercial waste vehicles from Perth's central western communities will deliver waste to the West Metro Recycling Centre in Brockway Road, Shenton Park for cost-effective consolidation and haulage to waste treatment facilities. Residual material will be handled by waste to energy facilities, with landfill disposal acting as a destination of last resort.

The WMRC will continue to support municipalities and the community with effective waste management strategy and services; and sound advice and education on waste minimisation and effective waste management practice.





## COMPREHENSIVE & COST EFFECTIVE WASTE MANAGEMENT SERVICES



### Glossary of Acronyms

**AWT** – Alternative Waste Treatment which denotes a variety of methods of processing organic material derived from residual waste.

**FOGO** – a kerbside collection system that collects Food Organics and Garden Organics in a single bin.

**GO** – a kerbside collection system that collects Garden Organics in a separate bin.

**HHW** – Household Hazardous Waste which are specific hazardous wastes including batteries, poisons, acids etc as specified by legislation.

**MGB** – Mobile Garbage Bin commonly known as a wheelie bin.

**MSW** – Municipal Solid Waste which is collected usually from households by Local Governments through kerbside and vergeside services.

# 1. Introduction

## 1.1. About the Western Metropolitan Regional Council Strategic Community Plan

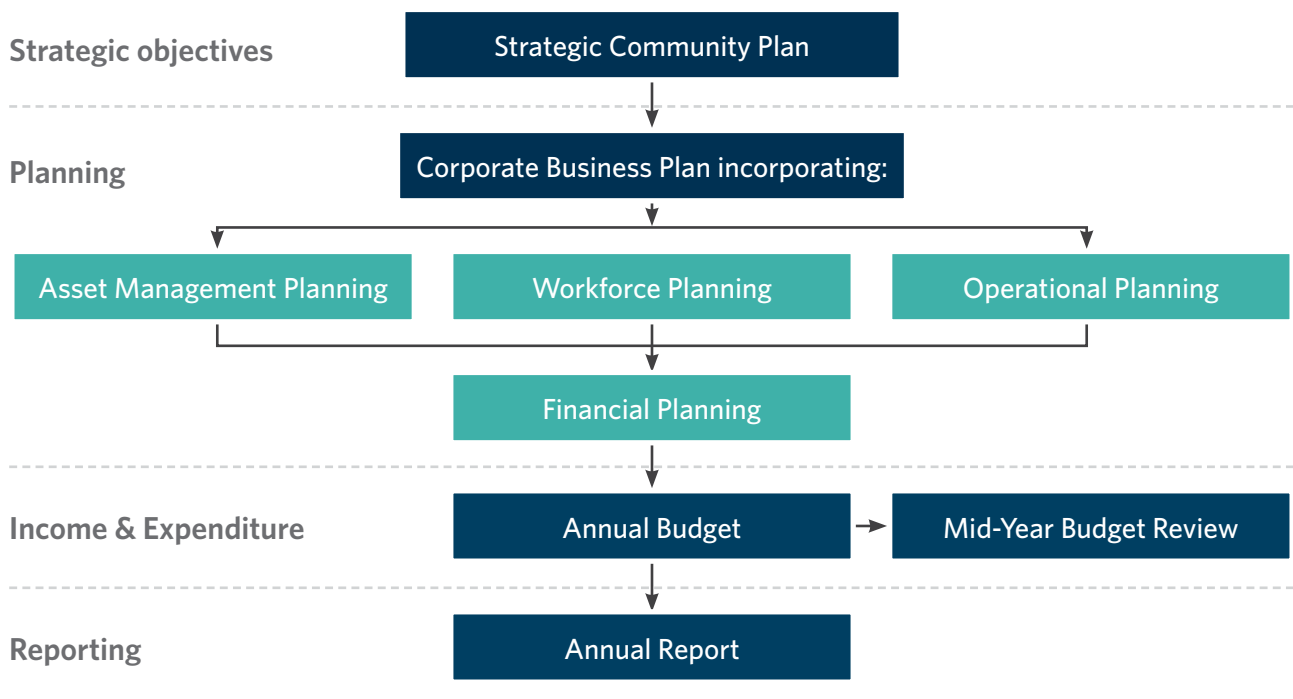
This revised Strategic Community Plan outlines a shared vision on waste management for Perth's central western communities and organisations. It follows a review by the WMRC of its 2013 Strategic Community Plan. The Plan will guide WMRC actions to deliver an integrated approach to providing effective and efficient waste management services across the central west metropolitan area.

## 1.2. The Integrated Planning Framework and Process

The Local Government (Administration) Regulations 1996 require all local governments to prepare a Strategic Community Plan. The Strategic Community Plan in turn informs the Corporate Business Plan which sets out a four-year delivery program, including financial projections.

The WMRC will meet the requirements of Integrated Planning Process as follows:

1. Review of the 2013 WMRC Strategic Community Plan.
2. Prepare a revised draft 2019 Strategic Community Plan.
3. Invite comments on the draft Strategic Community Plan from WMRC's staff and Councillors.
4. Obtain approval of the draft Strategic Community Plan by the WMRC Council.
5. Invite comments on the draft Strategic Community Plan from WMRC's five member Councils.
6. Advertise public consultation period in local media, with the draft Strategic Community Plan made available for comment, including on the WMRC website.
7. Revise draft Strategic Community Plan to reflect public and member Council comment.
8. Have the new Strategic Community Plan adopted by WMRC Council.
9. Use the Strategic Community Plan to guide development of a Corporate Business Plan, activities and reporting.



### 1.3. WMRC Guiding Principles

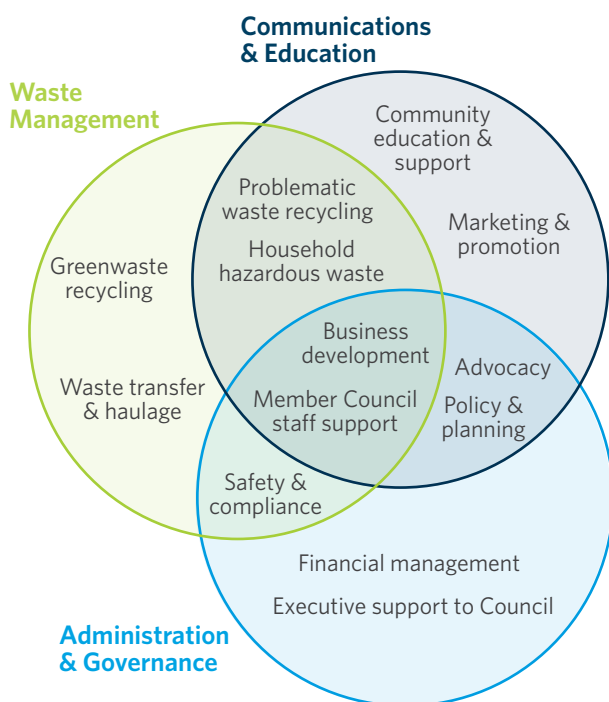
Purpose	To minimise and efficiently manage waste for Perth's central western communities and organisations		
Vision	A world where waste and its impact on the environment is minimised		
Values	<b>Reliability</b> We deliver on our purpose and our undertakings to our member Councils and the community	<b>Transparency</b> We are open and transparent in our business dealings	<b>Customer Service</b> We aim for excellence in customer services
	<b>Excellence</b> We seek to do the best we can in all that we do	<b>Risk Management</b> We understand that sound risk management is fundamental to our ability to create value and manage our costs	<b>Value for Money</b> We strive for more efficient and effective delivery of services
	<b>Collaboration</b> We foster partnerships with key stakeholders to identify opportunities and work collaboratively to achieve our purpose and vision		
Stakeholders	<b>Primary Stakeholders</b> <ul style="list-style-type: none"> <li>Member Council Residents</li> <li>Member Council Councillors &amp; staff</li> <li>Customers</li> </ul>	<b>Secondary Stakeholders</b> <ul style="list-style-type: none"> <li>Councillors, staff and residents of other surrounding local governments</li> <li>Customers throughout Perth's central western communities and organisations</li> </ul>	<b>Tertiary Stakeholders</b> <ul style="list-style-type: none"> <li>Other Regional Councils</li> <li>State Government</li> </ul>

## 1.4. WMRC Services

The WMRC was established in 1989 to deal with waste from Perth's western suburbs and immediate surrounds in an efficient and environmentally sound manner; and to provide guidance on improved waste management practices. Its role is governed through the WMRC Establishment Agreement (1998) and its member Councils are:

- Town of Claremont
- Town of Cottesloe
- Town of Mosman Park
- Shire of Peppermint Grove
- City of Subiaco

## 1.5. WMRC Current Functions



WMRC provides essential recycling and waste drop-off services at its West Metro Recycling Centre to residents of its member Councils as well as those of the surrounding City of Nedlands and adjacent Town of Cambridge, reinforcing its importance as a waste service provider in Perth's central and western suburbs.



## 2. A Snapshot of Waste in the Western Suburbs

### 2.1. Population Serviced

The Estimated Resident Population for each member Council is most recently available for 2018 and is given below.

Municipality	Population 2018	Population 2026 Forecast
Claremont	10,704	12,450
Cottesloe	8,188	8,425
Mosman Park	9,067	10,585
Peppermint Grove	1,721	1,925
Subiaco	17,106	22,290
<b>TOTAL</b>	<b>46,786</b>	<b>55,675</b>

Extracted from: Australian Bureau of Statistics (ABS), 3218.0 Table of Regional Population Group, section Population Estimates by Local Government Area (ASGS 2018) and DLP Western Australia Tomorrow Population Report No.11.

### 2.2. Collection Services

#### 2.2.1. General Waste

General waste is collected by member Councils or their contractors weekly in mobile garbage bins (MGB) with a dark green or red lid. General waste is delivered to the WMRC's West Metro Recycling Centre for consolidation, compaction and haulage for treatment or disposal.

#### 2.2.2. Recyclables

All Councils collect co-mingled recyclables fortnightly in a yellow-lidded MGB. Recyclables are delivered to various materials recovery facilities.

Materials accepted for recycling were standardised across the Perth metropolitan area in 2018 to the following:



#### 2.2.3. Green Waste and Food Waste

The Town of Cottesloe and the Town of Mosman Park provides residents with a third bin (GO Bin) for garden organics. The Town of Claremont and Shire of Peppermint Grove are intending to follow suit in the near future. The City of Subiaco provides a weekly bagged green waste service. The future will see a roll out across our region by 2025 of food organics and garden organics (FOGO) waste collection services, in accordance with the State Government target set out in the *Waste Avoidance and Resource Recovery Strategy 2030*.

#### 2.2.4. Bulk Waste

All Councils collect household bulk general waste and green waste via verge collections. There is a trend toward pre-booked bulk waste collection services.





## 2.3. West Metro Recycling Centre

The principal piece of waste infrastructure in the region is the WMRC's West Metro Recycling Centre located at the corner of Brockway Road and Lemnos Street in Shenton Park on Crown Land vested in the WMRC. Its official name is the JFR (Jim) McGeough Resource Recovery Facility. The location is an industrial area – adjacent to a Water Corporation Wastewater Treatment Plant, a bus depot and a major electrical substation. The facility is licensed to handle 55,000 tonnes of waste per annum. The WMRC greenwaste stockpiling facility located nearby is licensed to handle 20,000 tonnes per annum.

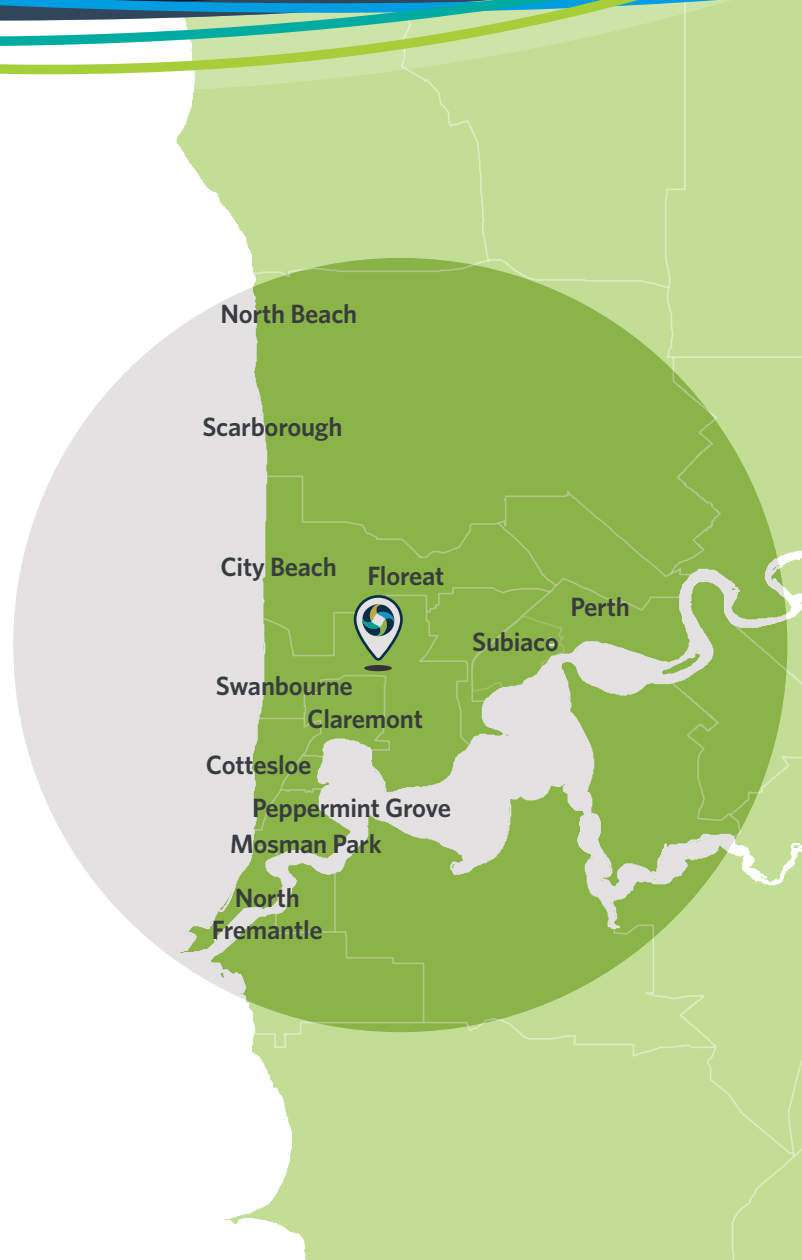
### 2.3.1. The vital role of waste transfer stations

Transfer stations are important consolidation points in the waste logistics chain, where collected waste is aggregated, compacted, and loaded to special purpose long-haul vehicles or freight containers for efficient transport to distant disposal sites. The additional handling step involved is cost-effective when the travel time/distance from collection to disposal would take short-haul collection vehicles out of action for excessive periods; highly relevant for municipal waste logistics in major cities, including Perth.

Like other such facilities in our major capital cities, the WMRC facility is specially equipped to compress waste for transport by long-haul vehicles to waste treatment or disposal facilities to maximise transport efficiency.

This vital logistics-efficiency role for the WMRC facility is supplemented by its capacity to receive small loads of privately delivered waste and recyclable materials from residents and contractors.

The WMRC facility's primary function is to consolidate and compact large volumes of Municipal Solid Waste (MSW) into silos to facilitate efficient and effective transfer to distant waste treatment or landfill disposal facilities; and it's ideally positioned to provide this service to the extended west central Perth region.



The West Metro Recycling Centre receives:

- Council and commercial general waste.
- Council, drop off and commercial bulk waste.
- Council and commercial bulk greenwaste.
- Drop-off recyclables, problematic and hazardous waste.

### 2.3.2. Residual Waste

Residual waste is consolidated into silo bins at the facility. These are loaded onto heavy haulage trucks and transported to landfill. In the future this waste may be transported instead to a waste to energy facility.

### 2.3.3. Bulk Waste

Bulk waste is consolidated at the facility, loaded into high volume bins and transported for sorting, re-use, recycling and disposal.

### 2.3.4. Greenwaste Processing

Greenwaste from household collections and Council operations is received and consolidated at the WMRC's greenwaste site, loaded into heavy haulage trucks and transported to a local greenwaste processing facility. The greenwaste is mulched and composted. The resultant mulch is made available for free to member Councils and their residents.

### 2.3.5. Drop off Recyclables & Hazardous Waste

A number of free and subsidised drop-off services are provided at the West Metro Recycling Centre for residents. This includes cardboard, metals, tyres, mattresses, televisions and computers, used batteries, used motor oil, wrapped asbestos, household hazardous waste and general recyclables.

## 2.4. Communications and Education

The WMRC delivers waste communication and community education programs encouraging householders to reduce waste and recycle correctly. The programs are aligned with the *WA Waste Avoidance and Resource Recovery Strategy 2030* and tailored to the needs of our local community.

Services delivered by the WMRC Communications and Education Team include:

- Recycling Hotline – a phone in service for the community
- Waste reduction and recycling promotion
- Waste education courses, workshops and events.
- Specialist waste management advice to member Council staff
- Representing the interests of our member Councils on waste management strategy and policy through active involvement on relevant working and advisory groups, policy forums and committees
- Promotion of the recycling and reuse services provided at the West Metro Recycling Centre.

## Community Contacts

The WMRC has extensive contacts with residents from our region through both the West Metro Recycling Centre and the Communications and Education team.

These include:

- Recycling Hotline and responses to online queries
- Website and social media presence
- Customer service for residents dropping off problematic, household hazardous, bulk and garden waste at the recycling centre
- Community education workshops and events
- Problem waste drop off days
- Displays and stalls at events
- Talks and activities for schools and community groups
- Battery and other problem waste stream collection through schools and community facilities
- Media articles and advertisements
- Factsheets, leaflets, bin stickers etc.



## 3. Context

This Plan must be considered in the context of significant relevant external factors.

### 3.1. State Government Actions and Decisions

The *WA Waste Avoidance and Resource Recovery Strategy 2030* has set key strategy elements including:

#### Vision

- Western Australia will become a sustainable, low waste, circular economy in which human health and the environment are protected from the impact of waste.

#### Objectives and Targets

##### **Avoid – Western Australians generate less waste**

- 2025 – 10% reduction in waste generation per capita.
- 2030 – 20% reduction in waste generation per capita.

##### **Recover – Western Australians recover more value and resources from waste**

- 2025 – increase material recovery to 70%.
- 2030 – increase material recovery to 75%.
- From 2020 – recover energy only from residual waste.

##### **Protect – Western Australians protect the environment by managing waste responsibly**

- 2030 – no more than 15% of waste generated in Perth and Peel regions is landfilled.
- 2030 – all waste is managed and/or disposed to better practice facilities.

#### Headline Strategies

- A consistent three bin kerbside collection system, which includes separation of food organics and garden organics from other waste categories, to be provided by all local governments in the Perth and Peel region by 2025 and supported by State Government through the application of financial mechanisms.
- Implement local government waste plans, which align local government waste planning processes with the Waste Avoidance and Resource Recovery Strategy 2030.
- Implement sustainable government procurement practices that encourage greater use of recycled products and support local market development.
- Provide funding to promote the recovery of more value and resources from waste with an emphasis on focus materials.
- Review the scope and application of the waste levy to ensure it meets the objectives of Waste Avoidance and Resource Recovery Strategy 2030 and establish a schedule of future waste levy rates with the initial schedule providing a minimum five-year horizon.
- Develop state-wide communications to support consistent messaging on waste avoidance, resource recovery and appropriate waste disposal behaviours.
- Review and update data collection and reporting systems to allow waste generation, recovery and disposal performance to be assessed in a timely manner.
- Undertake a strategic review of Western Australia's waste infrastructure (including landfills) by 2020 to guide future infrastructure development.



### 3.2. Markets for Recyclables

The Western Australian waste processing system has been built on the assumption of the availability of an export market for many types of sorted recyclables. This assumption no longer holds.

Since January 2017 China's National Sword policy and similar policies in other countries have severely restricted world markets for recyclable materials, and have reduced the financial viability of export of collected and sorted recyclables. Western Australia currently lacks capacity to reprocess major categories of recyclables including paper and cardboard, aluminium and steel, and plastics.

The likely effect will be to increase the cost of recycling services, owing to the reduced revenue stream from sale of recyclable materials.

### 3.3. The Landfill Levy

The landfill levy is payable on every tonne of waste derived from the Perth metropolitan area which is disposed of in landfill. When initiated in 1998 under the *Environmental Protection (Landfill) Levy Act 1998* it was initially set at \$3 per tonne but it has since increased to \$70 per tonne. The scale and timing of future increases to the landfill levy beyond 2019-20 are uncertain.

### 3.4. Material and Energy Recovery Facilities

Alternative Waste Treatment (AWT) facilities developed in metropolitan Perth to date to process general household waste have not proved particularly effective or efficient.

Gate fees for processing mixed MSW into compost are generally high and generate an approximate 50 percent level of residual material which is landfilled. Their compost products have so far not been able to meet the relevant Australian standards and have little market value.

The Bunbury Harvey Regional Council is successfully operating a facility to compost FOGO material collected from kerbside across the region. The compost product meets the Australian Standard and is successfully sold into a ready market. There will likely be a steady development of FOGO processing capacity across the metropolitan area consistent with the progressive roll out of FOGO services in keeping with the State Waste Strategy target of all households in the Perth and Peel region having a FOGO service by 2025.

There is a well-established and commercially successful greenwaste processing industry to service the Perth – Peel region. There is no indication that the market for the industry's mulch and soil amendment products is over-supplied.

There are two waste to energy proponents currently competing in Perth for municipal and commercial waste supply contracts. The technology proposed conforms to world best practice consistent with EU emission standards. These proponents are commencing construction of their facilities in 2019. Their combined capacity is 700,000 tonnes of residual solid waste per annum.

### 3.5. Waste Disposal Facilities

WMRC relies on other organisations to provide landfill services for the disposal of its MSW.

Metropolitan area landfill disposal sites will fill over time and close. The location of replacement, more distant, sites are uncertain.



## 4. WMRC Services

### 4.1. WMRC Services for Member Councils

The services the Western Metropolitan Regional Council (WMRC) offers its member Councils are specifically tailored to their situation; all service a small population base; none have specialist waste officers; and many are interdependent. In responding to the situation, WMRC enables economies of scale by providing the following services that its member Councils aren't resourced to do for themselves:

- Waste transfer service enables efficient and effective waste collection and haulage for member Councils and the West Central metropolitan area.
- Responsible resident disposal of HHW and other problematic waste. Also resident drop off of recyclables and general waste.
- Community waste education courses, workshops, site tours, online materials and volunteering opportunities.
- Broad consistent community waste communication – promotes services and produces material which suits all member Councils e.g. local newsprint advertising, flyers, leaflets, and bin stickers.
- Insightful input to State policy and strategy-making – amplifying and informing member Council voices at a state level.
- A recycling hotline service – with knowledgeable officers providing reliable and up-to-date information.
- Consultancy advice and support for member Council events, including specialist signage and equipment.
- Local school and community group support with education, recycling services and workshops.

### 4.2. Providing Value-For-Money

In operating the West Metro Recycling Centre and providing services, the WMRC faces considerable fixed costs. These costs, together with variable costs associated with consolidating, compacting and haulage of waste to landfill, were previously recovered via a gate fee per tonne of waste received at the facility.

Over time, the tonnage received at the facility has declined, particularly following the loss of the City of Nedlands as a customer in 2014. Relatively high fixed costs have meant that lower levels of throughput led to increased gate fees to the point that member councils were paying over \$250 a tonne for general waste by 2017-18.

A new funding model adopted by WMRC in 2018-19 which shares fixed costs on a population basis amongst its member Councils, has allowed WMRC to considerably reduce its gate fees for all categories of waste.

To provide value for money services, the WMRC must manage its costs well and must attract additional business through its facility to develop economies of scale and reduce average costs per tonne.

The WMRC West Metro Recycling Centre is well-placed to do this through its central west location and its ability to consolidate waste and haul it for disposal to distant landfills or waste treatment facilities in 22 tonne or greater loads – at a much lower cost than is possible with small waste collection vehicles.



### 4.3. WMRC Initiatives

- Assist member Councils in reducing waste at the source and improving resource recovery rates through appropriate public communications and education services.
- Assist member Councils in developing and implementing waste plans to achieve the targets established by the *Waste Avoidance and Resource Recovery Strategy 2030*.
- Secure additional West Metro Recycling Centre throughput from municipal and commercial sources.
- Upgrade the West Metro Recycling Centre infrastructure to increase waste receipt capacity and improve resource recovery.
- Consign bulky waste received at the West Metro Recycling Centre for sorting and resource recovery.
- Improve site access at the West Metro Recycling Centre for customers, including those with disabilities.

- Expand recycling services and facilities available at the West Metro Recycling Centre.
- Divert waste from landfill including via waste to energy facilities, in keeping with *Waste Avoidance and Resource Recovery Strategy 2030* targets.
- Provide contract management services for specific waste streams to access economies of scale and increase efficiencies for member Councils.

### 4.4. Resourcing Implications

The resourcing implications of this Strategic Community Plan are limited in scope for the following reasons:

- The plan does not rely on additional staff for its implementation.
- Infrastructure requirements do not extend beyond replacement or refurbishment of existing assets.
- The plan does not involve the WMRC investing in waste processing or treatment facilities.



## 5. Strategic Action Plan Outline

These six key strategies have been formulated In the light of:

- the WMRC Guiding Principles
- the current state of waste in the region,
- the context including direction set by the State Government through its *Waste Avoidance and Resource Recovery Strategy 2030* and
- the WMRCs Establishment Agreement

The listed actions are aimed at achievement of the key strategies.

Key Strategies		
<b>1 Achieve a comprehensive, cost effective waste management service across the region</b>	<b>2 Increase the number of Councils, businesses and people using our services</b>	<b>3 Divert waste from landfill by making materials and energy recovery available</b>
<b>ACTIONS</b> <ul style="list-style-type: none"> <li>■ Provide a comprehensive, cost-effective waste transfer service.</li> <li>■ Develop economies of scale as a means of reducing average costs.</li> <li>■ Assist member Councils by defining and communicating best practice in waste management.</li> <li>■ Seek to reduce costs through competitive tendering for waste treatment and disposal services.</li> </ul>	<b>ACTIONS</b> <ul style="list-style-type: none"> <li>■ Offer competitive rates to attract additional business.</li> <li>■ Increase the number of Councils and businesses using WMRC services.</li> <li>■ Increase customer numbers at the West Metro Recycling Centre.</li> <li>■ Increase the number of residents using WMRC services.</li> </ul>	<b>ACTIONS</b> <ul style="list-style-type: none"> <li>■ Engage closely with the community in supporting waste avoidance and effective resource recovery.</li> <li>■ Reduce contamination in materials collected for recycling.</li> <li>■ Effectively separate and divert waste for recycling and treatment.</li> <li>■ Direct residual wastes to energy recovery facilities.</li> </ul>
<b>4 Promote and facilitate waste avoidance and responsible waste management in the community</b>	<b>5 Develop a strong and capable organisation</b>	<b>6 Contribute to the development of effective policy and advocate on our member Councils' behalf</b>
<b>ACTIONS</b> <ul style="list-style-type: none"> <li>■ Conduct community waste education programs.</li> <li>■ Communicate waste management and avoidance methods.</li> <li>■ Support member Council staff in waste management, communication and contracts.</li> </ul>	<b>ACTIONS</b> <ul style="list-style-type: none"> <li>■ Provide exceptional service.</li> <li>■ Develop a productive and capable team.</li> <li>■ Provide a safe work environment.</li> <li>■ Deliver responsible financial management.</li> </ul>	<b>ACTIONS</b> <ul style="list-style-type: none"> <li>■ Advocate and contribute to state policy on behalf of member Councils.</li> <li>■ Work cooperatively with relevant external organisations.</li> </ul>



**Western  
Metropolitan  
Regional Council**

*Managing waste wisely*

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