

# Corporate Plan

**DRAFT**



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## 1. Introduction

The Western Metropolitan Regional Council (WMRC) is a regional local government established under the *Local Government Act 1995* to provide waste management, resource recovery and related services on behalf of its member councils. Through collaboration and shared investment, the WMRC enables its members to achieve outcomes that would be difficult, inefficient or impractical to deliver individually.

The WMRC operates as a service delivery, coordination and leadership body. Its core purpose is to support member Councils in managing waste. This includes the provision communication and education services and a waste transfer facility to receive, aggregate and haul material to processors. It also provides services on a commercial basis to other local governments along with commercial and residential customers

The WMRC's role and functions are set out in the Establishment Agreement (1998) signed by its five Member Councils:

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

The Recycling Centre is located on Brockway Road, Shenton Park. Operated by the WMRC, it provides essential municipal and commercial waste transfer services. The West Metro Recycling Centre also provides recycling and problematic waste services to its Member Councils and surrounding communities. The licensed capacity of the Centre is 155,500 tonnes per annum.

The Town of Cambridge and the City of Nedlands have entered into Memoranda of Understanding with the WMRC. Under these agreements, each council makes an annual financial contribution to support Recycling Centre operations, in return for their residents receiving free access to the facilities and services.

## 2. Corporate Plan Overview

### 2.1 Regulatory Requirements

The WMRC's *Plan for the Future* is made up of this Corporate Plan 2026 and the Council Plan 2026. Under *Local Government (Administration) Regulations 1996* Regulation 19DA (3), a Corporate Plan is to:

- a. set out, consistent with any relevant priorities included in the Council Plan for the district, a local government's priorities for dealing with the objectives and aspirations of the community in the district.
- b. govern a local government's internal business planning by expressing a local government's priorities by reference to operations that are within the capacity of the local government's resources.
- c. develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.

Section 6.2(2) of the *Local Government Act 1995* requires a local government to correlate its planning with each annual budget. The various planning documents are prepared in line with the guidelines of the Department of Local Government, Industry Regulation and Safety (LGIRS) as applicable at the time of writing.

### 3. Council Plan 2026

The WMRC Council Plan is the organisation’s principal strategy and planning tool. It provides the overarching framework that guides the WMRC’s direction over the medium to long term. It articulates the shared vision, strategic objectives and priorities that inform decision-making, resource allocation and service delivery.

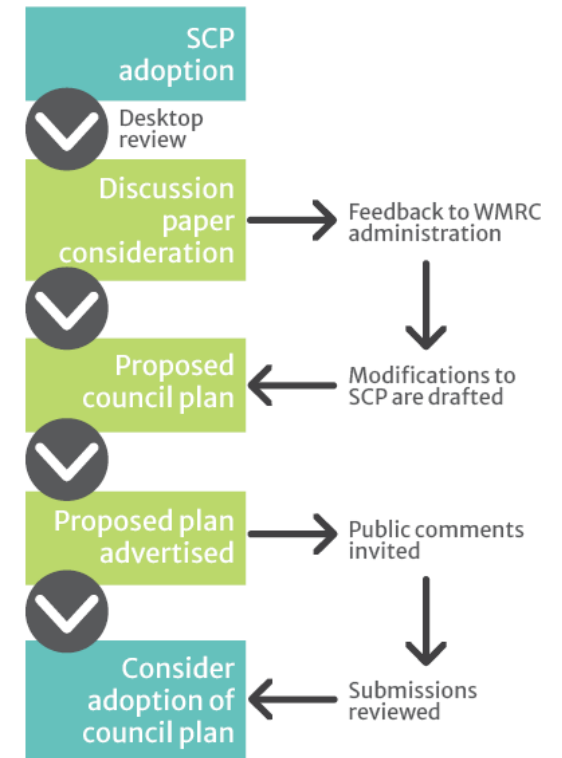
The Council Plan was prepared following a review methodology that involved consideration by member Councils of a Discussion Paper informing the strategic directions to be pursued.



This Council Plan provides the foundation for more detailed planning instruments, including the Corporate Plan and supporting strategies, and enables the Council and administration to align operational activity with agreed strategic intent.

Through this framework, the WMRC seeks to deliver practical outcomes for its member Councils while also exercising leadership within the broader waste and resource recovery system — supporting improved environmental performance, financial sustainability and long-term value for the communities the members represent.

#### Council Plan Review Methodology



### 3.1 WMRC Purpose

The Council Plan articulates the purpose for the WMRC as:



#### **Purpose**

To fulfill the shared-service purposes of the organisation as set out in the Establishment Agreement

### 3.2 WMRC Vision

The Council Plan articulates the vision for the WMRC as:



#### **Vision**

To support and serve our member councils by optimising environmental outcomes, delivering economic efficiency and achieving excellence in community-focused service delivery.

### 3.3 WMRC Values

Value statements guide how the organisation operates, makes decisions, and delivers services. Together, the values set clear expectations for behaviours and performance, ensuring the organisation acts consistently, effectively and in the best interests of member Councils and the community.

Value statements set out in the Council Plan address:

- Integrity
- Service focus
- Financial responsibility
- Collaboration
- Accountability for performance
- Safety
- Environmental responsibility



### 3.4 Key Strategies

The six strategic themes of the Council Plan 2026 are:

<b>THEME ONE</b>	<b>Service excellence &amp; asset optimisation</b>	
<b>THEME TWO</b>	<b>Environmental performance &amp; resource recovery</b>	
<b>THEME THREE</b>	<b>Market development &amp; financial stability</b>	
<b>THEME FOUR</b>	<b>Policy influence &amp; sector leadership</b>	
<b>THEME FIVE</b>	<b>Community engagement &amp; behaviour change</b>	
<b>THEME SIX</b>	<b>Organisational capability &amp; resilience</b>	

For each strategic theme, the Council Plan sets out strategic intents, strategic outcomes and strategic directions. These form the foundation of the actions set out in this Corporate Plan.

## 4 Key Actions

The action areas outlined in this Plan are intended to give effect to the strategic intent of the Council Plan and deliver the desired strategic outcomes in line with the adopted directions. Across the six strategic themes, the Plan identifies 29 action areas comprising a total of 74 actions.

Actions have been prioritised to support effective planning and delivery, with consideration given to their relative:

- **Strategic importance** — including criticality to service delivery, alignment with strategic directions, and whether the action supports other initiatives
- **Time sensitivity** — whether the action is ongoing, requires immediate attention, or is medium-term
- **Dependencies and sequencing** — whether the action enables other actions or can be progressed independently

Based on this assessment, 16 actions are identified as Priority 1, 27 as Priority 2 and 31 as Priority 3.



The prioritisation framework is intended to guide resource allocation, work programming and sequencing across teams.

## Theme 1: Service Excellence and Asset Optimisation

### Strategic Objective

Deliver reliable, safe and high-quality waste and resource recovery services that meet current and emerging member and customer needs, while optimising the performance, capacity and value of core assets.

### Strategic Outcomes

- Services are resilient, scalable and aligned with Member Council requirements
- Core assets are optimised for efficiency, safety and long-term utilisation
- The organisation is positioned to respond to changes in waste volumes, composition and service expectations

Action Area	Description	Lead	Key Participants	Priority	Programming			
					2026/27	2027/28	2028/29	2029/30
1.1 Service Performance and Review	1.1.1 Maintain ongoing review of service performance, capacity and demand across waste streams to ensure services remain reliable, scalable and aligned with current and emerging Member Council requirements	CEO	All leadership group	1	✓	✓	✓	✓
	1.1.2 Prepare a Business Continuity Plan to ensure critical services remain operational in the event of disruptions, market volatility or changes in waste volume or composition	CEO	COO	1	✓			
	1.2.1 Improve the use of operational data and analytics to inform service	COO	Projects Lead	1	✓			

1.2 Asset Optimisation	planning, asset utilisation and performance optimisation							
	1.2.2 Actively manage throughput and capacity across facilities to optimise utilisation of existing assets and respond to fluctuations in waste volumes	COO	Site Operations Lead	1	✓	✓	✓	✓
1.3 Flexibility and Responsiveness	1.3.1 Review service accessibility, operating models and customer interfaces to ensure services remain responsive to evolving Member Council, commercial and community needs	CEO	COO, Verge Valet Lead	2	✓	✓	✓	✓
	1.3.2 Incorporate flexibility and modularity into service models and infrastructure planning to allow timely response to changes in waste streams, technologies and regulatory requirements	COO	Projects Lead	3		✓	✓	✓
	1.3.3 Assess and implement appropriate processes, systems and technologies to improve operational efficiency, safety, customer experience and service adaptability	COO	Projects Lead	2		✓	✓	✓
1.4 Safety Systems	1.4.1 Keep under review safety roles, responsibilities and accountabilities across all levels of the organisation	CEO	All leadership group members	2	✓	✓	✓	✓

	1.4.2	Maintain and promote a robust incident and near-miss reporting system to support early identification of hazards and learning opportunities	COO	All leadership group members	1	✓	✓	✓	✓
	1.4.3	Support continuous improvement processes to deliver safe, consistent and high-quality service delivery	CEO	All leadership group members	2	✓	✓	✓	✓

## Theme 2: Environmental Performance and Resource Recovery

**Strategic Objective**  
 Maximise environmental performance through waste prevention, increased resource recovery and processing outcomes, whilst maintaining cost-effective service delivery.

- Strategic Outcomes**
- Reduced waste generation proportionally
  - Improved recovery rates and diversion from landfill
  - Processing capability aligned with current and emerging recovery markets

Action Area	Description	Lead	Key Participants	Priority	Programming				
					2026/27	2027/28	2028/29	2029/30	
2.1 Waste Prevention and Demand Reduction	2.1.1	Implement targeted waste avoidance programs with member Councils, focusing on high-impact streams	C&E Lead	S&C Lead	1	✓	✓	✓	✓
	2.1.2	Develop and deliver education and behaviour-change initiatives to reduce waste generation at source, including	C&E Lead	S&C Lead	1	✓	✓	✓	✓

		guidance on material reuse and smarter procurement							
	2.1.3	Collaborate with member Councils to promote waste-avoidance principles in planning, building approvals and public procurement policies	C&E Lead	S&C Lead	2		✓		
2.2 Improved Resource Recovery and Diversion	2.2.1	Review and optimise existing collection, sorting and processing systems to improve material recovery rates and reduce residual waste to landfill	C&E Lead	COO, Site Operations Lead	3	✓	✓	✓	✓
	2.2.2	Review and optimise recovery streams for priority materials where viable markets exist or are emerging	COO	S&C Lead	3	✓	✓	✓	✓
2.3 Processing Capability and Infrastructure Alignment	2.3.1	Assess processing infrastructure capacity to evaluate alignment with current and forecast waste streams and recovery markets	S&C Lead	COO, C&E Lead	2		✓	✓	
	2.3.2	Identify opportunities for processing technologies that improve material quality, recovery efficiency and market readiness	S&C Lead	COO	3		✓	✓	
	2.3.3	Assess barriers and enablers for the private sector to undertake materials processing to maximise resource recovery and value from waste.	S&C Lead	C&E Lead	1	✓	✓	✓	

2.4 Market Development and Resource Transition	2.4.1	Support the transition of recovered materials from 'waste' to 'resource' by identifying opportunities for market development partnerships with industry and government	S&C Lead	C&E Lead	3	✓	✓	✓	✓
	2.4.2	Advocate for improved material specifications and consistency to increase uptake of recovered materials, by identifying priority materials and their market opportunity	S&C Lead	C&E Lead	3	✓	✓	✓	✓
	2.4.3	Document material flows to demonstrate the economic and environmental value of recovered resources	S&C Lead	C&E Lead	2	✓	✓	✓	✓

### Theme 3: Market Development, Revenue and Financial Sustainability

#### Strategic Objective

Strengthen the organisation’s financial sustainability by growing self-generated revenue streams, improving economies of scale and supporting the development of viable markets for recovered resources.

#### Strategic Outcomes

- Reduced reliance on member Service Delivery Charges
- Improved cost efficiency across services and waste streams
- Increased commercial resilience in the face of market volatility

Action Area	Description	Lead	Key Participants	Priority	Programming			
					2026/27	2027/28	2028/29	2029/30
3.1 Business Strategy	3.1.1 Prepare a framework for emerging opportunities, including a basis for scenario modelling; market insights, feasibility assessments, strategic options, implementation planning	Projects Lead	CEO, COO	1	✓			
	3.1.2 Identify and pursue opportunities for increased throughput at the Recycling Centre	COO	Projects Lead	3	✓	✓	✓	✓
	3.1.3 Identify and pursue opportunities to provide contract services	S&C	COO, Verge Valet Lead	1	✓	✓	✓	✓

3.2 Recovered Resource Market Development	3.2.1 Investigate ways to enable large-scale markets for recovered resources, including improvement in the quality of recovered materials to support uptake	S&C Lead	C&E Lead	2			✓	✓
3.3 Business Case Framework for Capital Investment	3.3.1 Apply a consistent business case framework for all significant capital and operational investments, including whole-of-life costs, revenue potential and impact on member charges	CEO	COO, Projects Lead, Finance Lead	2	✓	✓	✓	✓
3.4 Funding Opportunities	3.4.1 Prepare a financial strategy that identifies and evaluates funding methods for major capital investments	Projects Lead	CEO, Finance Lead	1	✓			
3.5 Pricing	3.5.1 Keep under review a cost-reflective pricing framework that supports commercial competition and underpins sustainable long-term revenue	COO	Finance Lead	2	✓	✓	✓	✓

## Theme 4: Policy Influence and Sector Leadership

### Strategic Objective

Influence policy, regulation and market settings to support effective waste prevention (avoidance/reuse) and waste management (reuse/recover) for Member Councils and the broader sector.

### Strategic Outcomes

- Policy settings that enable waste prevention and effective management
- Strong relationships with government, regulators and industry stakeholders
- Recognition as a credible regional leader and advocate

Action Area	Description	Lead	Key Participants	Priority	Programming			
					2026/27	2027/28	2028/29	2029/30
4.1 Policy Advocacy and Reform	4.1.1 Develop and maintain a coordinated policy advocacy agenda that reflects Member Council priorities and regional waste and resource recovery challenges	S&C Lead	CEO, C&E Lead	2	✓	✓	✓	✓
	4.1.2 Advocate for regulatory reforms that support waste avoidance, reuse and recovery, including end-of-waste frameworks and product stewardship	S&C Lead	CEO, C&E Lead	1	✓	✓	✓	✓
	4.1.3 Provide evidence-based submissions and position papers to State and Federal government on proposed waste, environmental and circular economy policies	S&C Lead	CEO, C&E Lead	2	✓	✓	✓	✓

	4.1.4	Monitor legislative and regulatory developments and proactively engage with policymakers to influence outcomes that support effective waste management and resource recovery	S&C Lead	CEO, C&E Lead	3	✓	✓	✓	✓
4.2 Government and Regulator Engagement	4.2.1	Establish and maintain regular engagement with relevant government agencies	S&C Lead	All leadership group	2	✓	✓	✓	✓
	4.2.2	Participate in advisory committees, reference groups and working groups relating to waste, resource recovery and environmental regulation	CEO	All leadership group	1	✓	✓	✓	✓
4.3 Market and Industry Leadership	4.3.1	Support initiatives that improve market confidence in recovered resources, including quality standards, specifications and data transparency	S&C Lead	CEO, C&E Lead	2	✓	✓	✓	✓
4.4 Sector Collaboration and Knowledge Sharing	4.4.1	Collaborate with local government, regional waste groups and peak bodies to share knowledge, coordinate advocacy and amplify sector influence	S&C Lead	CEO, C&E Lead	2	✓	✓	✓	✓
	4.4.2	Host or participate in regional forums, workshops and conferences to disseminate best practice and emerging policy insights	S&C Lead	CEO, C&E Lead	3	✓	✓	✓	✓

	4.4.3	Contribute case studies and practical insights to sector publications, policy discussions and professional networks	S&C Lead	CEO, C&E Lead	3	✓	✓	✓	✓
4.5 Thought Leadership and Regional Advocacy	4.5.1	Position the organisation as a credible regional leader by publishing insights, data and analysis on waste prevention, recovery and market development	CEO	COO, S&C Lead	2	✓	✓	✓	✓
	4.5.2	Develop and maintain a reputation for constructive, solutions-focused advocacy that balances environmental outcomes with operational and financial realities	CEO	COO, S&C Lead	3	✓	✓	✓	✓

## Theme 5: Community Engagement and Behaviour Change

### Strategic Objective

Support and influence community behaviour to reduce waste generation and improve participation in best-practice waste management and resource recovery systems.

### Strategic Outcomes

- Improved community understanding of waste avoidance and correct disposal
- Increased participation in reuse and recovery programs
- Consistent messaging and alignment with Member Council initiatives

Action Area	Description	Lead	Key Participants	Priority	Programming			
					2026/27	2027/28	2028/29	2029/30
5.1 Targeted Education and Behaviour Change	5.1.1 Regularly evaluate education programs to measure behaviour change outcomes and refine future initiatives	C&E Lead	S&C Lead	1	✓	✓	✓	✓
5.2 Consistent Messaging and Member Council Alignment	5.2.1 Work collaboratively with Member Councils to develop consistent regional messaging on waste avoidance, reuse and recovery	C&E Lead	S&C Lead	2	✓	✓	✓	✓
	5.2.2 Provide shared education resources, templates and communication tools to support consistent messaging across member Council boundaries	C&E Lead	S&C Lead	2	✓	✓	✓	✓
	5.2.3 Maintain regular coordination with Member Councils to plan and review	C&E Lead	S&C Lead	3	✓	✓	✓	✓

	education priorities and engagement activities								
5.3 Promotion of Reuse and Recovery Programs	5.3.1 Increase awareness and correct use of resource recovery facilities, including acceptable materials and contamination reduction	C&E Lead	S&C Lead	3	✓	✓	✓	✓	
	5.3.2 Collaborate with Member Councils to improve community participation in new or expanded recovery services	C&E Lead	S&C Lead	3	✓	✓	✓	✓	
5.4 Community Partnerships and Engagement Channels	5.4.1 Build and maintain partnerships with schools, community groups, industry and not-for-profit organisations to extend the reach of engagement initiatives	C&E Lead	S&C Lead	2	✓	✓	✓	✓	
	5.4.2 Use a mix of engagement channels, including digital platforms, on-site education, events and face-to-face outreach, to reach diverse audiences	C&E Lead	S&C Lead	2	✓	✓	✓	✓	
	5.4.3 Report on community engagement outcomes, including participation rates and contamination trends, as part of corporate performance reporting	C&E Lead	S&C Lead	3	✓	✓	✓	✓	

## Theme 6: Organisational Capability and Resilience

### Strategic Objective

Maintain a capable, adaptable and resilient organisation that can sustainably deliver services, manage risk and support long-term strategic objectives.

### Strategic Outcomes

- A skilled, engaged and supported workforce
- Strong governance, risk management and financial planning frameworks
- Capacity to respond to change, growth and emerging challenges

Action Area	Description	Lead	Key Participants	Priority	Programming			
					2026/27	2027/28	2028/29	2029/30
6.1 Workforce Capability, Capacity and Succession	6.1.1 Undertake annual workforce planning to ensure organisational capability and capacity align with current services and future growth	CEO	All leadership group	3	✓	✓	✓	✓
	6.1.2 Identify critical roles and develop succession and knowledge-transfer plans to mitigate workforce and capability risk	CEO	All leadership group	2	✓			
	6.1.3 Maintain contemporary position descriptions and capability frameworks aligned to strategic and operational requirements	CEO	All leadership group	3	✓	✓	✓	✓

	6.1.4	Use a mix of recruitment, contracting and partnerships to address specialist skill gaps and peak workload demands	CEO	All leadership group	3	✓	✓	✓	✓
6.2 Safety Leadership and Culture	6.2.1	Promote strong safety leadership at all levels, reinforcing that workplace health and safety is a core organisational value	CEO	All leadership group	1	✓	✓	✓	✓
	6.2.2	Encourage a proactive safety culture that supports early hazard identification, reporting and continuous improvement	CEO	All leadership group	1	✓	✓	✓	✓
	6.2.3	Develop effective WHS reporting capability to effectively measure and manage safety performance	CEO	COO	2	✓			
6.3 Leadership Development and Culture	6.3.1	Invest in leadership development programs to build strategic, operational and people leadership capability	CEO	All leadership group	3	✓	✓	✓	✓
	6.3.2	Foster a culture of accountability, continuous improvement and collaboration aligned with organisational value	CEO	All leadership group	2	✓	✓	✓	✓
	6.3.3	Support service leads to effectively lead change, manage performance and build engaged teams	CEO	All leadership group	3	✓	✓	✓	✓

	6.3.4	Regularly assess organisational culture and leadership effectiveness and implement improvement actions	CEO	All leadership group	3	✓	✓	✓	✓
6.4 Professional Development and Employee Wellbeing	6.4.1	Provide structured professional development and training aligned to role requirements and regulatory change	CEO	All leadership group	3	✓	✓	✓	✓
	6.4.2	Support employee wellbeing through proactive health, safety and wellbeing initiatives, including programs that assist physical and psychological health and injury prevention	CEO	All leadership group	3	✓	✓	✓	✓
	6.4.3	Monitor workforce engagement and wellbeing indicators and respond to identified risks	CEO	All leadership group	3	✓	✓	✓	✓
	6.5.1	Maintain robust governance frameworks that support clear decision-making, accountability and compliance	CEO	All leadership group	2	✓	✓	✓	✓
6.5 Governance and Risk Management	6.5.2	Ensure risk management is embedded in planning, project delivery and operational decision-making	CEO	All leadership group	2	✓	✓	✓	✓
	6.5.3	Maintain and regularly review safe work procedures and risk registers for all operational and high-risk activities	CEO	All leadership group	2	✓	✓	✓	✓

	6.5.4	Provide regular reporting to Council on governance, risk and compliance	CEO	All leadership group	3	✓	✓	✓	✓
6.6 Financial Sustainability and Long-Term Planning	6.6.1	Prepare an updated Long Term Financial Plan incorporating inputs from all relevant informing strategies and plans including the Recycling Centre Master Plan, Asset Management Plan, Business Strategy, Financial Strategy and Workforce Plan	Finance Lead	CEO, Projects Lead	2	✓			
	6.6.2	Apply prudent financial management practices to ensure sustainable service delivery and intergenerational equity	CEO	Finance Lead	3	✓	✓	✓	✓
	6.6.3	Monitor financial performance, key assumptions and emerging risks, and adjust plans as required	Finance Lead	CEO	3	✓	✓	✓	✓
	6.6.4	Ensure capital investment and major projects are supported by robust business cases and lifecycle cost analysis	CEO	Projects Lead	3	✓	✓	✓	✓
6.7 Organisational Resilience and Adaptability	6.7.1	Build flexibility into service delivery and operating models to respond to regulatory change, market volatility and growth pressures	COO	CEO	3	✓	✓	✓	✓
	6.7.2	Invest in systems, data and business processes that support efficient, informed and timely decision-making	CEO	Finance Lead	3	✓	✓	✓	✓

	6.7.3 Review lessons learned from disruptions or major projects and incorporate improvements into future planning and operations	CEO	All leadership group	3	✓	✓	✓	✓
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## 5 Risk Management

A risk management framework is required to ensure the actions within the Corporate Plan are implemented in a controlled and informed way, enabling risks to delivery to be identified and managed so objectives can be achieved within acceptable levels of exposure, accountability and governance. To achieve this, the WMRC has established a framework comprising;

**Risk Management Policy** – establishing the Council’s commitment to effective risk management in the organisation and providing the context for the Risk Management plan and the Corporate Risk Register

**Risk Management Plan** – prepared in line with the Australian Standard AS/NZS/ISO 31000:2018, sets out governance structures, risk levels and practices. A risk appetite statement identifies tolerances across risk categories and a risk matrix defines rating calibrated to the organisation. The Plan defines the risk categories of:

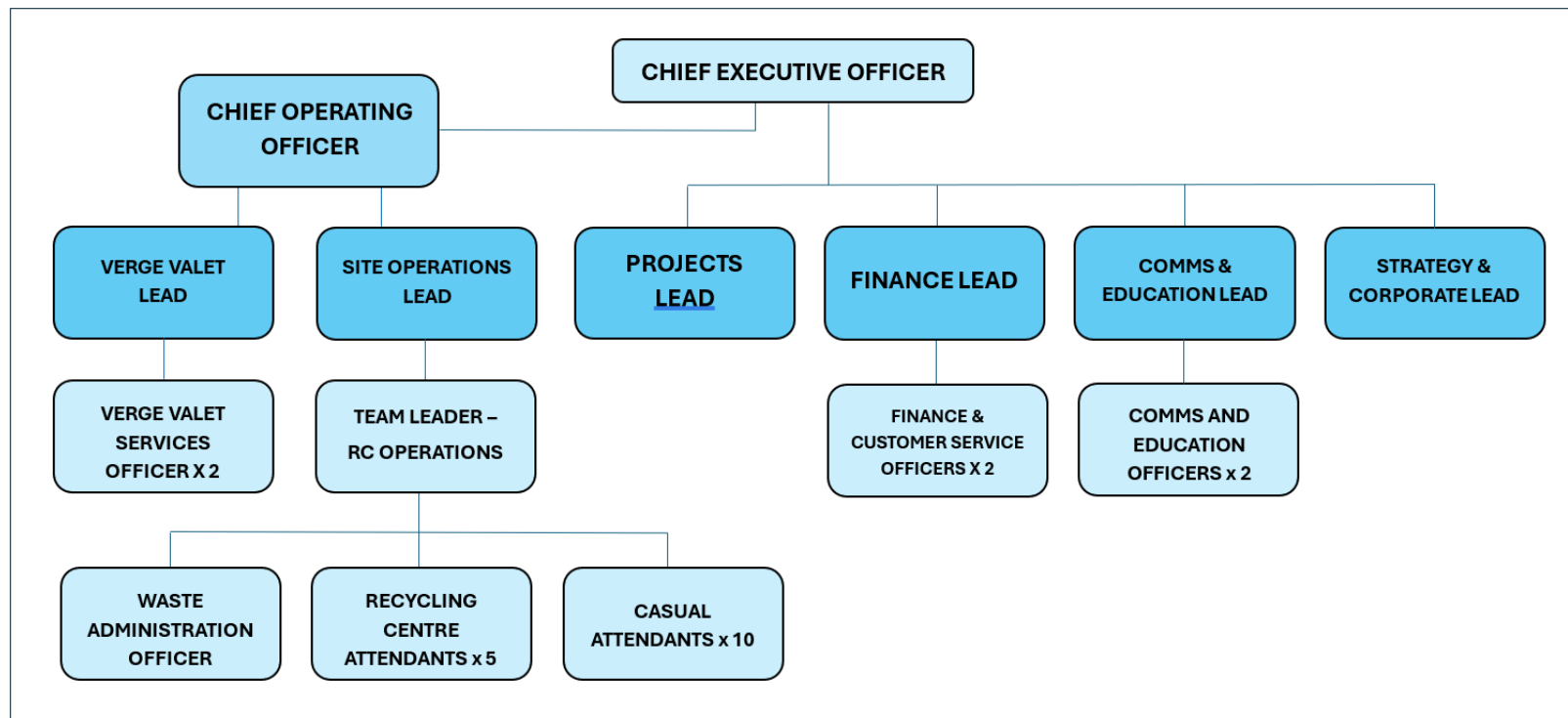
1. Reputation
2. Governance
3. Strategic
4. Commercial
5. Financial
6. Information Technology
7. Health and Safety
8. Operational
9. HR Management
10. Project Risks

**Corporate Risk Register** – identifies, rates, and establishes controls for risks within each category and schedules risks according to ‘strategic’ and ‘operational’ levels.

At an operational level, the WMRC applies this framework to embed risk considerations into planning, project delivery and performance monitoring, providing clear oversight of key risks and controls while supporting timely decision-making, effective resource use and a coordinated organisational response to emerging issues.

## 6 Organisational Chart

The organisational structure has been designed to align roles, responsibilities and reporting lines with the defined strategic actions, ensuring the organisation has the capability and accountability required to deliver the plan's priorities effectively.



Further particulars of the structure and associated workforce requirements are set out in the adopted Workforce Plan.

## **7 Monitoring and Reporting**

Progress on the implementation of this Corporate Plan 2026 will be monitored and regularly reported to Council, based on the high-level performance indicators as set out in the Council Plan 2026.

## **8 Review**

This Corporate Plan is subject to annual review.