

# Council Plan

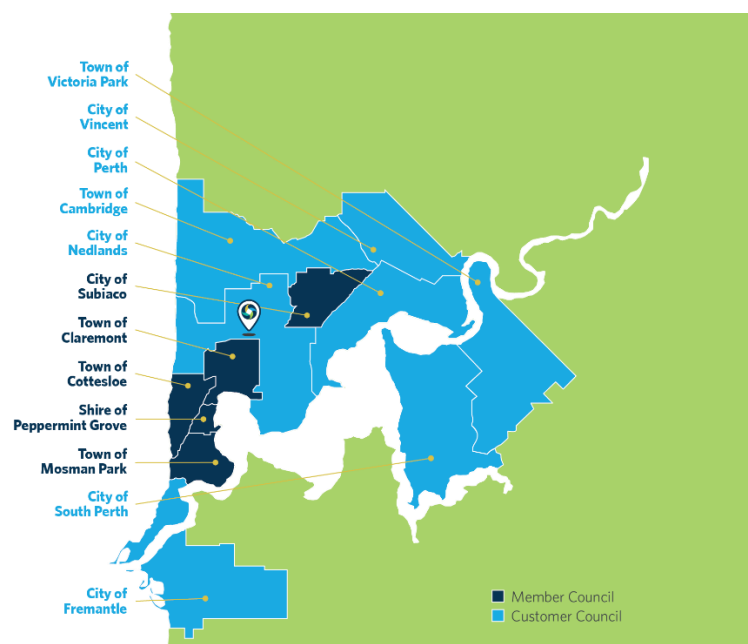
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## ***A Purpose Driven Organisation***

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 of 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.



As a regional entity, the WMRC occupies a distinct role within the local government sector. It does not replace the statutory responsibilities of its member councils, but rather acts in their collective interest, adding value through scale, expertise, coordination and strategic leadership. Decisions of the Council are guided by the agreed needs and priorities of its members, balanced with longer-term considerations of sustainability, resilience and system-wide performance.

## ***The Strategic Framework***

The Council Plan 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 will inform decision-making, resource allocation and service delivery. The Plan recognises that the waste and resource recovery environment is subject to ongoing change, including shifting policy settings, market conditions, technology, and community expectations. As such, the Plan is intended to support both continuity and adaptability.

This Plan is framed around a set of interrelated strategic themes that collectively define the organisation's focus and direction over the planning period. At its core is a commitment to delivering reliable, safe and high-quality waste and resource recovery services for Member Councils, while optimising the performance, capacity and long-term value of key assets. This is supported by a strong emphasis on improving environmental performance through waste prevention, increased recovery and processing outcomes, and alignment with emerging markets for recovered resources.

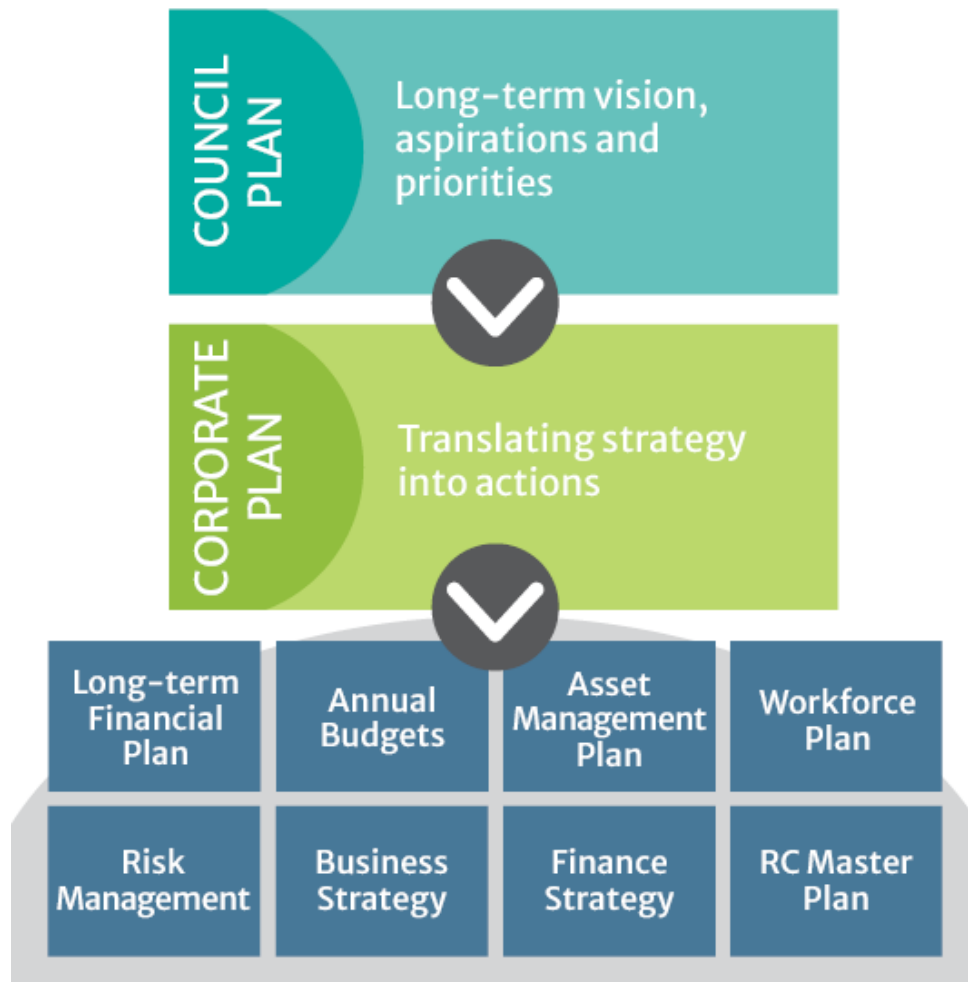
The framework also recognises the importance of financial sustainability and market development, with a focus on strengthening commercial resilience, improving economies of scale and reducing reliance on member contributions over time. Alongside service delivery and financial considerations, the organisation seeks to play an active leadership role within the sector by influencing policy, regulation and market settings, and by collaborating with government and industry to support effective waste management and resource recovery outcomes.

Community engagement and behaviour change are integral to achieving these objectives, ensuring that services and initiatives are supported by informed participation and consistent messaging across the region. Underpinning all strategic themes is a focus on organisational capability and resilience, including workforce development, governance, risk management and long-term financial planning. Together, these elements provide a coherent strategic foundation to guide decision-making, investment and advocacy, and to position the organisation to respond effectively to changing conditions, expectations and opportunities.

This Plan is for adoption by Council following a public comment period. During this period, the accompanying Corporate Plan 2026 was also made available to help readers not only understand the strategic directions, but also the practical means by which the Council Plan will be implemented.

## ***From Strategy to Action***

This Council Plan establishes a clear line of sight between the purpose of the organisation and its actions. It 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.

## ***Foundations of the Organisation***



### **Purpose**

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

The WMRC was established under its Establishment Agreement of 2003 to enable member councils to collaboratively plan, deliver, and manage waste management and resource recovery services. The Agreement provides the foundation for cost-effective, coordinated waste related service delivery, the development and operation of regional waste infrastructure, and the promotion of sustainable waste practices including recycling, reuse, and resource recovery.



### **Vision**

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

The vision captures the organisation's long-term ambition to balance sustainability, financial responsibility, and high-quality service. It reflects a commitment to environmentally responsible waste management and resource recovery, the efficient use of resources and infrastructure, and the delivery of services that meet the needs and expectations of member councils and the communities they represent. This vision provides a clear guiding direction for strategic planning and decision-making across the organisation



### **Values**

The WMRC's value statements guide how the organisation operates, makes decisions, and delivers services. Together, these values set clear expectations for behaviour and performance, ensuring the organisation acts consistently, effectively, and in the best interests of member councils and the community.

## Value Statement

## Behavioural Examples



### Integrity driven

We act with integrity and professionalism, providing timely, well-researched, and evidence-based advice to support informed decision-making in the best interests of the whole community

- Provide objective, impartial, and accurate advice.
- Act lawfully, ethically, and transparently.
- Respect the distinct roles of Councillors and officers.
- Declare and manage conflicts of interest appropriately.



### Service focused

We design and deliver our services to meet the needs of our Member Councils, customers, and the broader community in a responsive, professional, and reliable manner.

- Put Member Councils and customers at the centre of service design.
- Respond promptly and communicate clearly.
- Take ownership of issues through to resolution.
- Seek feedback and improve services over time.



### Financially responsible

We manage public resources prudently and transparently, ensuring value for money and long-term financial sustainability in all services we provide.

- Spend public funds responsibly and within delegation.
- Seek efficiencies without compromising service quality or safety.
- Maintain accurate financial records and reporting.
- Consider whole-of-life costs and long-term impacts as part of decision making



### Collaborative

We work constructively with Member Councils, State agencies, contractors, and stakeholders, recognising that strong partnerships are fundamental to successful shared services.

- Build respectful, professional relationships.
- Share information openly and appropriately.
- Engage early to resolve issues collaboratively.
- Support shared problem-solving and regional outcomes



### Accountable for performance

We set clear objectives, take ownership of outcomes, and continuously improve our performance to deliver efficient, effective, and measurable services.

- Set and monitor clear goals and performance indicators.
- Take responsibility for outcomes and decisions.
- Use data, reporting, and feedback to drive improvement.
- Learn from experience and adapt where required.



## Safety

We prioritise workplace health and safety above all else, recognising the high-risk nature of our operations and the importance of safe work practices in protecting our people and the public.

- Follow safe systems of work and WHS obligations.
- Stop work whenever health or safety may be compromised.
- Identify and manage risks proactively.
- Care for personal wellbeing and that of others.



## Environmentally responsible

We are committed to protecting the environment by applying industry best practice, complying with regulatory requirements, and improving community awareness, understandings and behaviours that improve environmental outcomes.

- Actively identify and minimise environmental risks in all projects and operations.
- Follow environmental policies, procedures, and legislative requirements without exception.
- Participate in and conduct training and initiatives that improve environmental knowledge and performance.
- Monitor, report, and review environmental outcomes, seeking opportunities for improvement.
- Collaborate with Member Councils, contractors, and stakeholders to achieve positive environmental outcomes.

## The Plan

The WMRC's strategic framework is structured around six interrelated themes that guide the organisation's priorities, decision-making, and service delivery. These themes articulate a clear strategic intent, desired outcomes, and key directions, ensuring that the WMRC operates efficiently, sustainably, and proactively while responding to emerging opportunities, regulatory changes, and community expectations.

THEME ONE	Service excellence & asset optimisation	
<b>Strategic Intent</b>	Deliver reliable, safe and high-quality waste management and resource recovery services that meet current and emerging member and customer needs, while optimising the performance, capacity and value of core assets.	
<b>Strategic Outcomes</b>	<ul style="list-style-type: none"><li>• Services are resilient, scalable and aligned with Member Council requirements</li><li>• Core assets are optimised for efficiency, safety and long-term utilisation</li><li>• The organisation is positioned to respond to changes in waste volumes, composition and service expectations</li></ul>	
<b>Strategic Directions</b>	<ul style="list-style-type: none"><li>• Optimise waste receipt, aggregation, haulage and processing services across the catchment</li><li>• Implement long-term asset planning to guide infrastructure and technology decisions</li><li>• Improve service accessibility and operational flexibility to meet evolving demand</li></ul>	

THEME  
TWO

## Environmental performance & resource recovery



**Strategic Intent**

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

**Strategic Outcomes**

- Reduced household waste generation
- Improved material recovery from waste streams
- Processing capability aligned with current and emerging recovery markets

**Strategic Directions**

- Apply industry best practice and continuous improvement in waste management and processing
- Prioritise initiatives that reduce waste generation and increase material recovery
- Support the transition of recovered materials from waste to viable resources

THEME  
THREE

## Market development & financial stability



**Strategic Intent**

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

**Strategic Directions**

- Identify and pursue opportunities to increase throughput, scale and commercial activity
- Support market development for recovered resources capable of trading at scale
- Align business and financial strategies to long-term investment and asset requirements

**THEME  
FOUR**

## Policy influence & sector leadership



**Strategic Intent**

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

**Strategic Directions**

- Advocate for regulatory and market reforms that support recovered resource commoditisation
- Actively contribute to State and Federal waste and resource recovery policy development
- Collaborate with sector partners to share knowledge and demonstrate thought leadership

**THEME  
FIVE**

## Community engagement & behaviour change



**Strategic Intent**

- 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

**Strategic Directions**

- Deliver targeted education and communication initiatives focused on behaviour change
- Work collaboratively with Member Councils to promote consistent best practice
- Align community engagement with the broader objective of waste prevention and beneficial reuse/recovery

THEME  
SIX

# Organisational capability & resilience



**Strategic  
Intent**

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

**Strategic  
Directions**

- Develop workforce capability, capacity and succession to support service delivery and growth
- Invest in leadership, professional development and employee wellbeing
- Maintain robust long-term financial planning and risk management aligned to strategic priorities

## Indicators of Success

To support effective monitoring and reporting, a suite of performance indicators has been identified for each strategic theme. These indicators are intended to provide a balanced view of organisational performance. While not exhaustive, they are designed to track progress against strategic intent, inform decision-making, and highlight areas requiring attention or further action over time.

	Strategic Intent	Performance indicators
	<b>Service Excellence &amp; Asset Optimisation</b>	<ul style="list-style-type: none"> <li>• Frequency and severity of unplanned service disruptions</li> <li>• Customer satisfaction ratings</li> <li>• Lost Time Injury Frequency Rate (LTIFR)</li> </ul>
	<b>Environmental Performance &amp; Resource Recovery</b>	<ul style="list-style-type: none"> <li>• Waste generation per capita/household trend</li> <li>• Material transitioned to viable end markets</li> <li>• Contamination rate of key recovered materials</li> </ul>
	<b>Market Development &amp; Financial Sustainability</b>	<ul style="list-style-type: none"> <li>• Proportion of revenue from non-member charges and recovered material sales</li> <li>• Net cost per tonne managed (trend)</li> <li>• Operating result versus budget</li> </ul>
	<b>Policy Influence &amp; Sector Leadership</b>	<ul style="list-style-type: none"> <li>• Number of policy submissions/advocacy initiatives delivered</li> <li>• Stakeholder engagement</li> <li>• Recognition as sector leader</li> </ul>
	<b>Community Engagement &amp; Behaviour Change</b>	<ul style="list-style-type: none"> <li>• Community participation rates</li> <li>• Number of joint initiatives delivering measurable outcomes with Member Councils</li> <li>• Messaging exposure and audience reach</li> </ul>
	<b>Organisational Capability &amp; Resilience</b>	<ul style="list-style-type: none"> <li>• Employee engagement and satisfactory scores</li> <li>• Staff turnover and critical role vacancy rates</li> <li>• Financial sustainability indicators</li> </ul>