Western Metropolitan Regional Council
Managing waste wisely

Agenda

ORDINARY COUNCIL MEETING (OCM 05/26)

24 September 2026
Commencing at 5:30 pm

Town of Cottesloe
109 Broome Street
Cottesloe WA 6011

Suite 2/ 317, Churchill Avenue, Subiaco WA 6008
T 08 9384 4003 | E admin@wmrc.wa.gov.au | www.wmrc.wa.gov.au

Dear Chair and Councillors

I advise that an Ordinary Meeting of the Western Metropolitan Regional Council will be held at the Town of Cottesloe, 109 Broome Street, Cottesloe on **Thursday 24 September 2026** commencing at **5.30pm.**

Stuart Devenish

Chief Executive Officer

<u>Open Council Meetings – Procedures</u>

1. All Council meetings are open to the public, except for matters raised by Council under "confidential items".
2. Members of the public may ask a question at an Ordinary Council meeting under "public question time".
3. Members of the public who are unfamiliar with meeting procedures are invited to seek advice at the meeting. If unsure about proceedings, just raise your hand when the presiding member announces public question time.
4. All other arrangements are in accordance with the Council's Meeting Procedures Local Law, policies and decisions of the organisation.

Stuart Devenish

Chief Executive Officer

18 September 2026

CONTENTS

1. DECLARATION OF OPENING

2. RECORD OF ATTENDANCE AND APOLOGIES

Councillors

Cr P Kelly	Chair	Town of Claremont
Cr A Maurice	Deputy Chair	Town of Mosman Park
Cr L Young	Deputy Member	Town of Cottesloe
Cr P Macintosh	Member	Shire of Peppermint Grove
Cr R Jones	Member	City of Subiaco

Staff

S Devenish	Chief Executive Officer	WMRC
B McInnes	Chief Operating Officer	WMRC
L Eustance	Strategy & Corporate Lead	WMRC
J Fenlon	Finance Lead	WMRC
B Jackson	Projects Lead	WMRC
J Smith	Site Operations Lead	WMRC
E Hindle	Communications & Education Lead	WMRC
J Crowe	Verge Valet Lead	WMRC
C Francis	Finance & Customer Service Officer	WMRC

Leave of Absence

Nil

Visitors

M Newman	Chief Executive Officer	Town of Cottesloe

Apologies

Cr B Wylynko	Member	Town of Cottesloe

3. DISCLOSURES OF INTERESTS

4. RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

5. PUBLIC QUESTION TIME

6. APPLICATIONS FOR LEAVE OF ABSENCE

7. PETITIONS, APPROVED DEPUTATIONS AND PUBLIC STATEMENTS

8. ANNOUNCEMENTS BY THE PERSON PRESIDING WITHOUT DISCUSSION

9. CONFIRMATION OF PREVIOUS COUNCIL MINUTES

9.1 CONFIRMATION OF PREVIOUS ORDINARY COUNCIL MEETING MINUTES

Minutes of the previous Ordinary Council Meeting held on 27 August 2026 were circulated earlier under separate cover. A copy of the August OCM minutes is at this link with the relevant attachments at this link.

RESPONSIBLE OFFICER RECOMMENDATION

9.1.1 Council accepts the minutes of the previous Ordinary Council Meeting held on 27 August 2026 as a true and accurate record of proceedings.

10. REPORTS OF COMMITTEES AND OFFICERS

10.1 AUDIT, RISK & IMPROVEMENT COMMITTEE

Responsible Officer:	**Chief Executive Officer**
Date:	**24 September 2026**
Attachments:	**10.1A Minutes of the Audit, Risk & Improvement Committee, 10 September 2026** **10.1B Committee agenda attachment 4.1A Compliance Audit Return**

PURPOSE

To receive the minutes of the Audit, Risk and Improvement Committee meeting of 10 September 2026 and to consider recommendations of the Committee.

BACKGROUND

The minutes of the Committee and attachments relevant to the recommendations of the Committee are attached.

RISK MANAGEMENT

The policies addressed in this report relate to, and assist mitigation of risks associated with the following areas of the Corporate Risk Register:

Strategic;
- OS5 – service delivery capability

Financial;
- OF5 – fraud and corruption

Governance;
- SG5 – failure to fulfill duties

Reputational;
- SR1 – poor decision-making
- OR8 – public criticism

COMMUNICATION AND CONSULTATION

None.

REPORT IMPLICATIONS

Legislation and Policy Alignment

Local Government Act 1995, s5.42, s5.43, s5.46(2)
*Local Government (Audit) Regulations r*14 and r15
Local Government (Functions & General) Regulations 1996
Local Government (Administration) Regulations 1996
Local Government (Financial Management) Regulations 1996

Business and Strategic Alignment

The function of the Committee supports theme 5 of the Council Plan 2026 as follows:

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

Financial and Resource Implications

Nil.

COMMENTS

Details of the matters addressed by the Committee are contained within the attached minutes.

VOTING REQUIREMENT

Simple majority.

RESPONSIBLE OFFICER AND COMMITTEE RECOMMENDATION

10.1.1 That Council receives the Minutes of the Audit, Risk and Improvement Committee meeting of 10 September 2026.

10.1.2 That the Compliance Audit Return 2025 as contained at Attachment 10.1B be adopted by Council pursuant to Local Government (Audit) Regulations 1996 r14(6) and submitted to the Department of Local Government, Industry Regulation and Safety by 30 September 2026.

10.2 FINANCIAL STATEMENTS

Responsible Officer:	**Finance Lead**
Date:	**24 September 2026**
Attachment:	**10.2A Financial Report July 2026**
	10.2B Financial Report August 2026

PURPOSE

To provide a monthly and year-to-date summary of the WMRC's operating performance and financial position, along with explanations of variance to budget.

BACKGROUND

Local Government (Financial Management) regulation 34 requires monthly financial activity statements to be presented to the Council. The statements include a statement of financial activity reporting on revenue and expenditure, as set out in the annual budget under *FM regulation 22 (1)(d).*

Each year, Council is required to adopt a percentage or value to be used for material variance (actual versus budget/ forecast) reporting accompanied with explanatory notes. At its meeting on 12 June 2025, Council adopted a value of $20,000 or 10% for reporting material variances (actual versus budget/ forecast).

DETAIL AND OPTIONS ANALYSIS

Interim End of Financial Year Annual Financial Statements EOFY26

Interim End of Financial Year Annual Financial Statements EOFY26 have been issued to the Office of Auditor General (OAG) and member councils on 28 August 2026. The audit is scheduled for two weeks from Monday 14 September with the sign off expected at the Audit close off meeting on 16 October 2026.

The entity has a net operating result of $767,061 and changes in asset revaluation reserve (ARR) of $1,216,918 resulting in total comprehensive income for the year of $1,983,979. Net current assets surplus of $197,507 after a net reserve investment of $281,273.

These results are subject to the OAG audit which could result in changes.

July 2026 Financial performance and position FY27

WMRC has a total comprehensive income of $152,443 against budget of $69,431; $83,012 or 220% of July budget.

Fees and charges for the first month are approximately $150,000 higher than anticipated (14%) and Materials and Contracts (COGS) are comparable at $135,000 (15%) higher than budget. The gross profit margin GPM on operations is 18% and net profit margin NPM 12%.

More detailed reporting by revenue stream will be available as reporting capabilities continue to be developed throughout the year. WMRC is working closely with supplier contractors to ensure pricing and cost information provides for better decision making.

August 2026 Financial performance and position FY27

August month traditionally yields lower tonnage and revenue by month than that of July however, income from fees and charges at the Recycling Centre is 8% ($160,000) higher than budget ($1,870,993) at $2,030,225.

Interest revenue is $20,000, which is above budget by $10,000 due to increased interest rates in term deposits and closer management of all cash holdings.

Materials and contracts are materially in line with revenue; above budget of $176,000 (10%) at $1,690,016. Other expenses and salaries are both are significantly lower than budget by $67,000 each (total $134,000).

The entity has more assets in the balance sheet resulting in depreciation expense for the year to date and going forward depreciation will be higher than originally budgeted. YTD depreciation is $76,000 rather than $53,000 ($24,000, 31% over budget).

The WMRC has continued FY27 steadily above budget for year to date August and have comprehensive income of 175% or $111,462 above budget year to date.

It should be noted that FY27 results are based on only two months of activity (July and August). Whilst the year-to-date position is ahead of budget, the outcome may not be representative of the full financial year due to seasonal variations and the timing of revenue and expenditure recognition.

RISK MANAGEMENT

The policy addressed in this report relate to, and assist mitigation of risks associated with the following areas of the Corporate Risk Register:

Financial;
- SF1 – Declining financial health
- OF2 – Unpaid revenue
- OF3 – Undefined liabilities
- OF5 – Fraud and corruption
- OF6 – Cashflow risk

Commercial & Legal;
- SC1 – Economic conditions
- OC6 - Amendments to legislation

Strategic;
- SS9 – Strategies misaligned
- OS1 – Delivery of competitive services

Reputational;
- SR1 – Adverse publicity
- SR2 – Perception of poor leadership
- SR6 – Excessive cost escalation

Governance;
- OG3 – Inadequate reporting

COMMUNICATION AND CONSULTATION

The financial performance of the WMRC is discussed amongst WMRC leadership group and with the member council CEO group at meetings bimonthly.

REPORT IMPLICATIONS

Legislation and Policy Alignment

Local Government (Financial Management) Regulations

Regulation 34 requires monthly financial activity statements to be presented to Council. A Statement of Financial Activity is the minimum requirement and must contain:

- Annual budget estimates
- Monthly budget estimates
- Monthly actual expenditure, revenue and income
- Material variances between comparable amounts with an explanation of material differences
- The net current assets at month end
- Statement of Financial Position

The financial report is prepared in accordance with Council Policy: Finance. Policies are reviewed from time to time as required to ensure compliance with legislative and statutory obligations.

Strategic Alignment

Financial reporting of the operational activities addresses theme 3 of the Council Plan 2026 as follows:

> *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.*

Financial reporting of the operational activities addresses theme 6 of the Council Plan 2026 as follows:

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

Financial and Resource Implications

The report presents the operating performance and statement of financial position of the council.

COMMENTS

It is recommended that Council note the financial results to date.

VOTING REQUIREMENT

Simple majority

RESPONSIBLE OFFICER'S RECOMMENDATION

10.2.1 Council resolve to note both the financial reports for July 2026 and August 2026.

10.3 CREDITOR AND DEBTOR PAYMENTS

Responsible Officer:	**Customer Service & Finance Officer**
Date:	**17 September 2026**
Attachment:	**10.3A 1-31 July 2026 Payments and Credit Card Transactions (26 June 2026 – 24 July 2026)** **10.3B 1-31 August 2026 Payments and Credit Card Transactions (25 July 2026 – 26 August 2026)** **10.3C Debtors Outstanding as of 31 August 2026**

PURPOSE

The schedule of accounts paid for July and August 2026 is attached for the endorsement of Council. The schedule of debtors as of 31 August 2026 is attached for receival by Council.

BACKGROUND

In accordance with Regulation 13 and 13A of the *Local Government (Financial Management Regulations) 1996*, if the local government has delegated to the CEO the exercise of its power to make payments form the municipal fund, a list of accounts paid is to be prepared for each month.

RISK MANAGEMENT

This report addresses and aids mitigation of the following areas of the Corporate Risk Register:

Financial;

OF5 – Fraud and Corruption

Governance;

OG3 – Inadequate reporting

OG5 – WMRC Service Delivery

OG7 – Compliance with processes

Strategic;

OS3 – Exposure to Sole Supplier

HR Management;

OHR9 – Over reliance on individuals

Information Technology;

SIT1 – Loss of access to digital

OIT2 – Financial/business continuity

COMMUNICATION AND CONSULTATION

None.

REPORT IMPLICATIONS

Legislation and Policy Alignment

- *Local Government (Financial Management) Regulations 1996*
- *Local Government Act 1995*

Business and Strategic Alignment

This is aligned to strategic actions as follows:

- Key Strategy 1: Achieve a comprehensive, cost-effective waste management service across the region.
- Key Strategy 5: Develop a strong and capable organisation – Deliver responsible financial management.

Financial and Resource Implications

Nil.

COMMENTS

The statements attached to the report satisfy the reporting obligations of the Act and schedule payments made in accordance with appropriate authorities. The schedules are recommended for endorsement and receipt accordingly.

VOTING REQUIREMENT

Simple majority.

RESPONSIBLE OFFICER'S RECOMMENDATION

10.3.1 Council endorses the schedule of accounts paid of $780,395.42 and $2,828,918.83 for the months of July and August 2026 respectively.

10.3.2 Council endorses the schedule of accounts paid of $1,479.50 and $9,845.74 Credit Card Statements for July and August 2026 respectively.

10.3.3 Council receives the schedule of debtors outstanding as of 31 August 2026.

10.4 FUTURE FOGO PROCESSING PROCUREMENT APPROACH

Responsible Officer:	**Strategy and Corporate Lead**
Date:	**8 September 2026**
Attachment:	**Attachment 10.4 Discussion Paper – Future Directions for FOGO Processing**

PURPOSE

To consider the future procurement approach for Food Organics and Garden Organics (FOGO) processing services following expiry of the current processing arrangements.

BACKGROUND

WMRC's current contract for the processing of Food Organics and Garden Organics (FOGO) material is due to expire in mid-2027. The existing arrangements have provided a reliable and effective processing solution based on composting technology; however, the approaching contract expiry provides an opportunity to review the most appropriate processing pathway and contractual arrangements for the future.

As outlined in the attached discussion paper, **Attachment 10.4,** future FOGO procurement decisions have implications extending beyond waste processing costs. Processing technology choices influence resource recovery outcomes, greenhouse gas emissions, circular economy objectives, market development opportunities, operational risks and long-term financial sustainability. The paper also raises contamination management as a key consideration in contract structure.

The discussion paper reviews current processing arrangements, examines alternative processing technologies, assesses associated risks and outlines potential procurement pathways available to WMRC. It also considers contractual approaches to contamination management and assessment. The review concludes that a structured market engagement process would assist WMRC in making a fully informed decision regarding future service delivery arrangements.

DETAILS

The attached discussion paper identified that while composting remains the benchmark technology for processing municipal FOGO material, a number of alternative technologies are emerging that may provide additional environmental and economic benefits. These include advanced composting, anaerobic digestion, hybrid processing models and thermal technologies. Each alternative presents differing levels of maturity, risk, environmental benefit, contamination tolerance and cost.

The review further identified that future procurement decisions should be informed by a broader assessment than simple processing cost comparisons. Relevant considerations include:

- Resource recovery performance.
- Greenhouse gas emissions reduction.
- Renewable energy generation opportunities.

- Carbon sequestration potential.
- Sensitivity to contamination.
- Market demand for recovered products.
- Regulatory certainty.
- Long-term commercial viability.
- Community expectations and willingness to pay for enhanced environmental outcomes.

WMRC’s FOGO processing contract forms only part of the chain from resident to processor, and therefore has only partial control of contamination management, consideration of approaches to contamination prevention may also take place concurrently.

Given the strategic significance of the contract and the evolving nature of the organics processing market, there is merit in undertaking a staged procurement process rather than proceeding directly to a conventional tender specification.

A two-stage procurement process would comprise:

Stage 1 – Expression of Interest (EOI)

An EOI would allow WMRC to test market capability and better understand:

- Available processing technologies.
- Emerging industry developments.
- Feedstock requirements and contamination tolerances.
- Infrastructure needs.
- Commercial delivery models.
- Contract duration requirements.
- Potential investment opportunities.
- Opportunities for innovation and value creation.

Importantly, the EOI process would provide Council with a comprehensive understanding of the range of solutions available before determining a preferred procurement approach.

Stage 2 – Selective Request for Tender (RFT)

Information obtained through the EOI process would then be used to develop a targeted and informed RFT process. This would enable WMRC to evaluate shortlisted proponents against clearly defined outcomes and assessment criteria that reflect Council's strategic objectives.

The approach would maintain competitive tension while ensuring tender responses are informed by contemporary market capability and aligned with desired environmental, financial and community outcomes.

The proposed methodology avoids premature technology selection and reduces the risk of unintentionally excluding innovative or emerging solutions before they have been properly assessed.

RISK MANAGEMENT

Strategic;

SR4 – resource recovery system failure

SR5/ OR6 – Public scepticism of recovery

Commercial/legal;

SC3 – Market competition erodes customers

SC4 – Poorly constructed contracts

HR Management;

SHR4 – Lack of critical thinking

Operational;

SR4 – resource recovery system failure

SR5 – public scepticism

COMMUNICATION AND CONSULTATION

Preparation of the discussion paper included consideration of current industry developments, government policy settings and operational experience associated with existing FOGO processing arrangements.

Should Council endorse the proposed procurement pathway, engagement with industry participants would occur through the Expression of Interest process.

REPORT IMPLICATIONS

Legislation and Policy Alignment

Local Government Act 1995 (s 3.57)

Local Government (Functions and General) Regulations 1996 – Part 4

Waste and Resource Recovery Act 2007 (ss 5, 24-34, 48-55)

Council Policy: Purchasing 2025

Strategic Alignment

Processing of FOGO is central to achievement of theme 1 of the Council Plan 2026 as follows:

> *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.*

An assessment of processing options will enable informed decisions as required by theme 2 of the Council Plan 2026 as follows:

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

A review of FOGO processing pathways can inform future policy positions and provide evidence to support industry level decision-making as intended by theme 4 of the Council Plan 2026 as follows:

> *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.*

Financial and Resource Implications

The recommended approach does not commit Council to any particular processing technology or procurement model.

The Expression of Interest stage will provide further information regarding future cost structures, commercial arrangements, investment requirements and the broader value proposition associated with competing processing options.

Importantly, the process allows Council to evaluate the cost of alternative solutions alongside the environmental, social and strategic benefits they may provide, including consideration of community willingness to pay for enhanced environmental outcomes.

COMMENTS

The expiry of the current FOGO processing contract presents an important opportunity for WMRC to assess the full range of options available to manage this material stream into the future.

While composting remains a proven and reliable solution, alternative technologies may provide additional benefits. Equally, such options may carry additional costs or risks that require careful evaluation.

Given the significance of the future processing contract, it is appropriate that Council is afforded the greatest possible opportunity to assess all viable alternatives before determining a preferred procurement outcome.

The recommended EOI followed by a selective RFT will:

- Align with the strategic objectives of the Corporate Plan.
- Enable fully informed Council decision-making regarding a significant long-term service contract.
- Provide the best opportunity for alternative technologies, service models and contractual arrangements to be evaluated.
- Allow environmental and community outcomes to be considered alongside financial costs.
- Facilitate consideration of community preparedness to pay for enhanced environmental performance and circular economy outcomes.
- Reduce the risk of technology lock-in and procurement bias.
- Support a robust, transparent and defensible procurement process.

Accordingly, the two-stage procurement process is recommended.

VOTING REQUIREMENT

Simple majority.

RESPONSIBLE OFFICER’S RECOMMENDATION

10.4.1 That Council RECEIVE the Discussion Paper - Future Directions for FOGO Processing as at Attachment 10.4A.

10.4.2 That Council ENDORSE a two-stage procurement process for future FOGO processing services comprising:

a) an Expression of Interest process to assess available market capabilities, technologies and commercial models; and

b) a selective Request for Tender process informed by the outcomes of the Expression of Interest.

10.4.3 That the Chief Executive Officer be AUTHORISED to commence the Expression of Interest process and report the outcomes to Council prior to preparation of the subsequent Request for Tender process.

10.5 FOGO HAULAGE - PROPOSED SELF-HAUL BUSINESS CASE

Responsible Officer:	**Chief Operating Officer**
Date:	**24 September 2026**
Attachment:	**Nil**

PURPOSE

To seek Council support for Administration to prepare a detailed business case to evaluate the most appropriate long-term Food Organics and Garden Organics (FOGO) haulage model, including WMRC-operated self-haul, outsourced and hybrid options, with consideration of service reliability, resource recovery outcomes, whole-of-life cost, asset requirements and organisational resilience.

BACKGROUND

WMRC receives and consolidates FOGO at the West Metro Recycling Centre for bulk transport to an appropriately licensed processing facility. During 2025/26, WMRC received 13,992.14 tonnes of FOGO, compared with 9,403 tonnes in 2024/25, an increase of approximately 48.8%. Reliable haulage is integral to maintaining continuity of FOGO processing and resource recovery outcomes, and the scale of this transport task warrants formal evaluation of the most effective future haulage model.

FOGO haulage is currently provided by Hind's Transport Services Pty Ltd under Contract C221007. Subject to the available extension provisions being exercised, the contract can remain in force to a maximum of 6 October 2027. The future FOGO processing destination is being considered separately and will influence haul distance, turnaround time and fleet requirements. Forward planning is therefore required to maintain service continuity and sufficient flexibility for the future processing arrangement.

WMRC has relevant self-haul experience. Residual waste self-haul commenced in late 2025 using WMRC transfer trailers and a prime mover, with Council subsequently endorsing the transition of the remaining NCH silo haulage to an in-house service. This has strengthened WMRC's internal transport capability and provided direct operating data on payloads, kilometres, fuel, driver time, maintenance and utilisation, supporting improved asset and service planning.

This experience provides a sound basis to assess whether extending self-haul to FOGO could improve operational control, asset utilisation, financial sustainability and organisational resilience.

DETAIL AND OPTIONS ANALYSIS

Administration considers WMRC-operated self-haul to be a credible future delivery model that warrants detailed evaluation. This report does not seek approval to acquire fleet or select the final haulage model. Council support is sought to progress the self-haul option to a detailed business case, benchmark it against outsourced and hybrid alternatives, and assess each model against consistent service, financial, resource recovery, workforce, compliance and resilience criteria before the completed assessment returns to Council for decision.

Option	Delivery Requirements	Key considerations
WMRC-operated self-haul	WMRC operates the FOGO haulage task using an indicative fleet of one heavy-duty prime mover and two rear-ejection transfer trailers. The business case would test purchase, lease and financing options.	Greater operational control, direct cost and performance data, reduced contractor dependency and potential residual asset value. The business case must confirm haul cycle, utilisation, backup capacity, staffing, maintenance, compliance and whole-of-life cost.
Outsourced haulage	Procure the haulage service through a competitive public tender, with the contractor providing fleet, drivers, maintenance and backup capacity.	Avoids fleet capital investment but retains contractor dependency, provides less direct control and no residual fleet value to WMRC. Tender scope would need clear destination flexibility, pricing and service requirements.
Hybrid / transitional	Operate a WMRC core fleet with contracted contingency or progressively introduce WMRC fleet while retaining external backup.	May improve resilience and provide a staged transition but requires clear responsibilities and cost modelling to avoid duplicated fixed costs.

Proposed Business Case

The business case will determine whether self-haul provides the best sustainable operational and financial outcome for WMRC while maintaining reliable service delivery, resource recovery performance and value for money. It will include:

- confirmation of the fleet configuration and FOGO-specific technical requirements, using one prime mover and two rear-ejection transfer trailers as the current planning basis;
- current market testing of purchase, lease and financing options, together with whole-of-life operating, maintenance and replacement costs;
- assessment of haul distance, processor turnaround, fleet utilisation, backup capacity, driver resourcing, maintenance, safety, transport compliance, service continuity and operational resilience; and
- comparison against contemporary outsourced and hybrid haulage options using consistent cost, service, resource recovery and risk assumptions.

WMRC has previous procurement experience with rear-ejection transfer trailers, which provides useful operational and market context for the proposed business case. Current fleet specifications, acquisition costs, funding options and whole-of-life costs will be established through contemporary market testing as part of the business case.

Subject to Council support, Administration will progress the business case promptly so that the completed assessment can return to Council with sufficient time to implement the preferred model before the current haulage arrangement reaches its maximum term in October 2027. The assessment will also strengthen WMRC's evidence base for future regional service planning and engagement with Member Councils and sector partners.

RISK MANAGEMENT

This report addresses and aids mitigation of the following areas of the Corporate Risk Register.
The proposed business case also provides a key risk control by testing service continuity, financial

exposure, workforce capacity, contractor dependency and compliance before Council considers any material fleet, financing or long-term contractual commitment:

Strategic:

- OS5 – organisational structure

Commercial:

- SC3 – economies of scale
- OC2 – intellectual property
- OC3 – contract management
- OC7 – contractor non-performance

WHS:

- WHSS1 – safe workplace
- WHS07 – contractor practices
- WHS09 – sharps
- WHS011 – manual handling
- WHS012 – 16 – Hazardous substances

Financial:

- SF1 – financial health
- SF2 – cross-subsidising

HR management:

- SHR5 – capacity/capability gaps
- OHR8 – organisational productivity

Operational:

- OO5 – service provider failure
- OO9 – contractor compliance

Reputation:

- SR5 – public scepticism
- OR2 – contractor standards
- OR6 – public scepticism

COMMUNICATION AND CONSULTATION

Member Council CEOs are briefed on the progress of these projects through the CEO Forums, supporting alignment with Member Council service requirements and future service planning.

The business case will be developed with input from Operations, Finance and Projects Leads. Specialist procurement, legal, technical and financial advice will be obtained where required. Any market engagement will be non-binding and managed in accordance with appropriate procurement and probity requirements.

REPORT IMPLICATIONS

Legislation and Policy Alignment

The proposed business case will be undertaken in accordance with WMRC's governance, financial management and procurement requirements.

The following legislation and policies are relevant:

Local Government Act 1995 – including section 3.57 relating to the procurement of goods and services and, where applicable, section 6.8 relating to expenditure not included in the adopted annual budget.

Local Government (Functions and General) Regulations 1996 – Part 4, including the requirements applying to competitive tendering for goods and services.

Local Government (Financial Management) Regulations 1996 – relevant to financial management, budgeting and assessment of the financial implications of the options considered.

WMRC Council Policy – Purchasing 2025 – requiring procurement to demonstrate value for money, appropriate competition, transparency, ethics and integrity.

This report does not authorise procurement of fleet or haulage services. Any future procurement arising from the business case will be undertaken in accordance with the applicable legislative requirements and WMRC Purchasing Policy and, where required, returned to Council for approval.

Business and Strategic Alignment

Evaluation of the future FOGO haulage model supports achievement of theme 1 of the Council Plan 2026 by considering service reliability, operational efficiency, fleet utilisation, asset requirements and contingency arrangements necessary to maintain an effective haulage service:

> *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.*

The proposed business case will also support theme 2 by assessing whether each haulage model can provide the capacity and resilience required to reliably transport FOGO to processing facilities and maintain resource recovery outcomes:

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

Assessment of self-haul, outsourced and hybrid delivery models directly supports theme 3 by comparing whole-of-life costs, funding requirements, operating costs, asset value and value for money to inform a financially sustainable long-term delivery model:

> *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.*

The business case can also support theme 4 by strengthening WMRC's evidence base for future regional waste transport and service-delivery decisions and informing broader strategic and industry discussions:

> *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.*

Consideration of workforce requirements, compliance obligations, contractor dependency, fleet availability, contingency capacity and service continuity supports theme 6 by ensuring the preferred model is operationally sustainable and resilient:

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

Financial and Resource Implications

This report does not commit WMRC to a particular haulage model or to any fleet acquisition, leasing or financing arrangement.

For business case planning purposes, a potential self-haul model would be based on one heavy-duty prime mover and two rear-ejection transfer trailers. Current fleet specifications, acquisition and funding options, and whole-of-life costs will be established through market testing.

The business case will compare self-haul, outsourced and hybrid delivery models on a whole-of-life basis, including operating costs, asset utilisation, workforce requirements, resilience, value for money and implications for the Long-Term Financial Plan, Asset Management Plan, reserves and annual budgets.

Any future material expenditure or change in delivery model will be subject to separate Council consideration and approval.

COMMENTS

The proposed business case will provide Council with a structured assessment of the available FOGO haulage delivery options, including self-haul, outsourced and hybrid models. It will test service reliability, resource recovery outcomes, whole-of-life cost, asset requirements, workforce capability and operational resilience before any future commitment is made.

The outcome will provide a clear evidence base to support a subsequent Council decision on the preferred long-term haulage model, with consideration of value for money, service continuity and WMRC's longer-term operational and strategic requirements.

VOTING REQUIREMENT

Simple majority.

RESPONSIBLE OFFICER'S RECOMMENDATION

10.5.1 That Council SUPPORTS Administration progressing a detailed business case to evaluate WMRC-operated FOGO self-haul, including the required fleet and funding options, benchmarked against outsourced and hybrid haulage, with the completed business case to be presented to Council for consideration.

10.6 DISPOSAL GOVERNANCE FRAMEWORK

Responsible Officer:	**Chief Executive Officer**
Date:	**24 September 2026**
Attachment:	**Attachment 10.6 Disposal Governance Framework**

PURPOSE

To endorse a governance framework for the disposal of plant and equipment associated with the former DiCOM waste processing facility and to authorise implementation of the proposed arrangements.

BACKGROUND

WMRC entered into a Demobilisation Deed dated 13 November 2025 with Brockway DiCOM Facility Pty Ltd and DiCOM AWT Operations Pty Ltd following settlement of litigation relating to the waste processing facility located at 60 Lemnos Street, Shenton Park. Pursuant to the Deed, WMRC is authorised to remove and dispose of plant, equipment and other facility assets remaining on the site to facilitate decommissioning, deconstruction and site reclamation works.

Significant facility assets remain on site and must be removed as part of the reclamation program. To maximise the financial return from the decommissioning process and support the discharge of associated financial obligations, it is essential that optimal value is achieved from the sale or disposal of these assets. Accordingly, a formal governance framework has been prepared to guide asset disposal activities and establish the responsibilities, approval processes, and controls necessary to ensure a transparent, commercially reasonable, auditable, and value-maximising disposal process.

DETAIL AND OPTIONS ANALYSIS

The Disposal Governance Framework as at **Attachment 10.5,** establishes the methodology and governance arrangements proposed to be applied in disposing of plant and equipment remaining on the former DiCOM facility site.

The framework recognises that the Demobilisation Deed provides WMRC with contractual authority to remove and dispose of assets owned by Brockway and DiCOM but does not transfer ownership of those assets to WMRC. Accordingly, the WMRC is exercising a contractual disposal right rather than disposing of property owned or leased by the local government.

Notwithstanding the plant and equipment is not local government property, the framework adopts principles consistent with sound public sector governance by providing for:

- transparent and documented decision-making;
- arm's-length market testing and disposal processes;
- use of invitation-to-offer, auction and negotiated sale methodologies where appropriate;
- conflict of interest and probity controls;

- documented evaluation criteria;
- approval and delegation arrangements;
- financial management and record-keeping requirements; and
- risk management measures to support accountability and auditability.

The framework also establishes responsibilities for officers involved in the disposal process and authorises implementation by the Chief Executive Officer.

RISK MANAGEMENT

The framework assists mitigation of risks associated with the following areas of the Corporate Risk Register:

Strategic;
SS43 – access to WMRC land
Workplace Health and Safety;
WHSS1 – maintenance of safe workplace

Financial;
OF5 – fraud and corruption
Reputational;
SR1 – poor decision-making
OF8 – public criticism

COMMUNICATION AND CONSULTATION

The framework has been prepared having regard for advice from WMRC legal advisers.

REPORT IMPLICATIONS

Legislation and Policy Alignment

Local Government Act 1995
Demobilisation Deed dated 13 November 2025

Strategic Alignment

The framework supports theme 6 of the Council Plan 2026 as follows:

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

Financial and Resource Implications

Implementation of the framework will support the orderly disposal of assets and recovery of value where reasonably practicable. Sale proceeds will be managed in accordance with the requirements of the Demobilisation Deed.

COMMENTS

The Disposal Governance Framework establishes a robust, transparent and auditable process for the disposal of plant and equipment associated with the former DiCOM facility. It provides a clear governance structure through defined responsibilities, delegated approval authorities, probity controls and record-keeping requirements, supporting sound decision-making, value optimisation and public accountability. Accordingly, it is recommended that Council endorse the framework and authorise its implementation

VOTING REQUIREMENT

Simple majority.

RESPONSIBLE OFFICER'S RECOMMENDATION

10.6.1 That Council resolve to endorse the Disposal Governance Framework contained in Attachment 10.6A as the governance framework for the disposal of plant, equipment, buildings and infrastructure associated with the former DiCOM waste processing facility.

10.6.2 That Council resolve to authorise the Chief Executive Officer to implement and administer the Disposal Governance Framework as at Attachment 10.6A and exercise the powers and responsibilities assigned under that framework.

11 INFORMATION BULLETINS

11.1 OPERATIONS REPORT

Responsible Officer: **Chief Operating Officer**
Date: **24 September 2026**
Attachment: **Nil**

PURPOSE

To provide Council with an overview of WMRC's operational activities during August 2026, noting that Verge Valet is addressed separately.

BACKGROUND

Operational service delivery is central to the WMRC's purpose. The Establishment Agreement identifies the collection, treatment and disposal of waste, together with the recycling and reuse of recovered materials, as core functions of the organisation.

The Recycling Centre is the primary operational asset through which these functions are delivered, providing member council residents with accessible and cost-effective waste management and resource recovery services.

The Council Plan 2026 recognises the importance of operational excellence through Theme 1: Service Excellence and Asset Optimisation, which focuses on delivering reliable, safe and high-quality services while maximising the performance, capacity and value of organisational assets.

Operational activities also contribute to the achievement of the Council Plan's remaining strategic themes through improved environmental outcomes, financial sustainability, stakeholder engagement, organisational capability and sector leadership.

DETAILS

This report provides an overview of operational performance for the reporting period, including service demand, material throughput, workforce capability, safety and compliance outcomes, asset performance, project delivery and financial results.

Operational Performance

Material throughput: Across the five major reported material streams, total throughput was 3,499.81 tonnes in August, 5.50% below July. Residual Waste, FOGO and Green Waste volumes reduced, Bulk Waste increased by 16.78%, and C&D Waste remained broadly stable. The mixed throughput profile remained within normal operating patterns and did not create a material capacity issue.

Material stream	July 2026	August 2026	Change
Residual Waste	781.87 t	710.62 t	-9.11%
FOGO	1,384.78 t	1,259.31 t	-9.06%
Bulk Waste	712.48 t	832.02 t	+16.78%
Green Waste	669.76 t	543.68 t	-18.82%
C&D Waste	154.50 t	154.18 t	-0.21%
Total	**3,703.39 t**	**3,499.81 t**	**-5.50%**

Revenue and expense drivers: Despite August throughput being 5.50% below July, Recycling Centre fees and charges were $2.03 million, approximately $159,000 (8%) above the August budget of $1.87 million. Materials and contracts were $1.69 million, approximately $176,000 above budget and broadly consistent with the stronger revenue position. Salaries and other expenses were each approximately $67,000 below budget.

Customer activity and service demand: Community recycling activity remained strong, with 2,079 recorded entries during August. City of Perth contributed 45.05 tonnes of FOGO, managed within available transfer capacity and licence requirements. Three customer complaints were recorded, all relating to pricing, and were managed through normal service processes. A temporary FOGO backlog associated with contractor driver availability was resolved without material service disruption.

Workforce

Workforce capacity and capability: Service continuity was maintained during August despite several periods of reduced staffing, including leave-related gaps. Workforce availability was managed through supervision, task allocation and roster coordination, with no material service disruption.

Training and professional development: One employee obtained a loader ticket and three employees completed Household Hazardous Waste training, strengthening multi-skilling, roster flexibility and safe operating capability.

Safety, Compliance and Risk

Safety performance: Five safety-related incidents or hazards were recorded during August and no near misses were reported. One minor injury required basic first aid. Weekly toolbox meetings continued, with traffic management and plant interaction remaining active areas of supervision and follow-up.

Regulatory matters: The asbestos register was completed and quotes were obtained for planned site line marking, progressing outstanding traffic management improvements. Planning for the Skytrust WHS system continued, focusing on the safety application and controlled access to core WHS documentation. A licence amendment application associated with the second waste compactor has been lodged with DWER.

Asset Management and Projects

Site operations: Environmental performance remained satisfactory, with no significant litter, dust, stormwater or odour issues identified. A temporary FOGO backlog was resolved through operational coordination, and minor drainage maintenance remains subject to corrective works.

Capital works and improvement projects: Procurement of the second waste compactor is underway. Once installed and commissioned, the unit will provide additional processing capacity and redundancy and support retirement of the ageing silo system. The green waste loading ramp project also continues to progress using the available design work, with the objective of improving safety and operating efficiency and reducing double handling.

Asset performance: Plant availability was generally satisfactory. The CASE loader recorded three days of downtime, the Hitachi loader approximately half a day and the static compactor approximately one hour. Repairs were completed and no significant mechanical issues remained outstanding at month end. Both self-haul prime movers recorded 100% availability during August.

RISK MANAGEMENT

This report addresses and aids mitigation of the following areas of the Corporate Risk Register:

Strategic:
- SS2 –circular economy opportunities
- SS3 –environmental outcome demand
- SS9 – misaligned strategy
- OS1 – resource allocation
- OS3 – sole supplier
- OS5 – organisational structure

Governance:
- SG1 – Member Council alignment
- SG4 – Member Council relationship

Commercial:
- SC3 – economies of scale
- OC2 – intellectual property
- OC3 – contract management
- OC7 – contractor non-performance

WHS:
- WHSS1 – safe workplace
- WHS07 – contractor practices
- WHS09 – sharps
- WHS011 – manual handling
- WHS012 – 16 – Hazardous substances

Financial:
- SF1 – financial health
- SF2 – cross-subsidising

HR management:
- SHR5 – capacity/capability gaps
- OHR8 – organisational productivity

Operational:
- OO5 – service provider failure
- OO9 – contractor compliance

Information Technology:
- SIT1 – digital information access
- SIT2 – unauthorized digital access

Reputation:
- SR5 – public scepticism
- OR2 – contractor standards
- OR6 – public scepticism
- OR7 – NGO influence

COMMUNICATIONS AND CONSULTATION

Member Council CEOs are briefed on the operational activities through the CEO Forums.

REPORT IMPLICATIONS

Legislation and Policy Alignment

Operational services are delivered in accordance with WMRC's Establishment Agreement, applicable legislation, regulatory approvals and organisational policies and procedures.

The principal legislative and regulatory requirements relevant to Recycling Centre operations include:

- *Local Government Act 1995* - providing the governance framework within which WMRC operates.

- *Work Health and Safety Act 2020* and *Work Health and Safety (General) Regulations 2022* - governing workplace health and safety, plant, work practices and risk management.

- *Environmental Protection Act 1986* - governing environmental regulation, prescribed premises and applicable licence and approval requirements.

- *Waste Avoidance and Resource Recovery Act 2007* - providing the legislative framework for waste avoidance, resource recovery and waste management in Western Australia.

Operations are also undertaken in accordance with applicable DWER licence conditions and WMRC policies, procedures and internal control frameworks.

Strategic Alignment

Delivery of Recycling Centre operations supports achievement of theme 1 of the Council Plan 2026 through maintaining reliable and safe services, managing plant and infrastructure performance and progressing improvements that increase operational capacity, resilience and asset value:

> *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.*

Operational management also supports theme 2 through the receipt, separation, transfer and recovery of waste materials, together with environmental controls and infrastructure improvements that support resource recovery and minimise environmental impacts:

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

Monitoring of material throughput, revenue and expenditure drivers, haulage performance and asset utilisation supports theme 3 by informing cost management, operational efficiencies and opportunities to improve economies of scale and financial sustainability:

> *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.*

Operational data, experience and service outcomes support theme 4 by strengthening WMRC's evidence base for regional waste planning, regulatory engagement and broader industry decision-making:

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.

Provision of accessible Recycling Centre services and effective management of the customer interface supports theme 5 by encouraging appropriate use of waste and resource recovery services and supporting participation in improved waste management practices:

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

Workforce development, safety and compliance management, contractor oversight, asset redundancy and business continuity planning support theme 6 by strengthening WMRC's capability and resilience to sustainably maintain operational services:

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

Financial and Resource Implications

Progress against budget: WMRC remained ahead of budget for the first two months of FY27. July total comprehensive income was $152,443 against a budget of $69,431, a favourable variance of $83,012. At the end of August, year-to-date comprehensive income was reported at 175% of budget, representing a favourable variance of $111,462.

Key revenue and expenditure drivers: August fees and charges at the Recycling Centre were $2.03 million, approximately $159,000 above budget. Materials and contracts were $1.69 million, approximately $176,000 above budget, reflecting the relationship between revenue activity and processing and haulage costs. Salaries and other expenses were each approximately $67,000 below budget.

Implications for the coming period: The year-to-date result is based on only July and August and may not be representative of the full financial year due to seasonal variations and the timing of revenue and expenditure recognition. More detailed reporting by revenue stream will be developed during the year, supported by ongoing work with suppliers to improve pricing and cost information for decision-making. Throughput, plant maintenance, depreciation and project expenditure will continue to be monitored against budget.

COMMENT

Operational activities during August were delivered safely and effectively, with service levels maintained despite periods of reduced staffing and plant maintenance. Across the five major reported material streams, total throughput reduced by 5.50% month-on-month, while Bulk Waste increased by 16.78%. Financial performance remained ahead of budget year to date, supported by fees and charges above budget and lower salaries and other expenses, although the position reflects only the first two months of FY27 and remains subject to seasonal and timing variations. Safety and environmental controls remained generally effective and no material operational capacity issue requiring separate Council action was identified.

Key matters for the next reporting cycle are completion of traffic management improvements, plant reliability and replacement planning, progression of the second waste compactor and green waste loading ramp, workforce capability, completion of outstanding drainage maintenance and continued monitoring of year-to-date financial performance. These matters will continue to be monitored through routine management, budget and governance processes.

VOTING REQUIREMENT

Simple majority

RESPONSIBLE OFFICER'S RECOMMENDATION

11.1.1 That the Operations Report for August 2026 be noted.

11.2 COMMUNICATIONS AND EDUCATION REPORT

Responsible Officer:	**Communications and Education Lead**
Date:	**18 September 2026**
Attachment:	**Nil**

PURPOSE

To note the Communications and Education team activity for the period.

BACKGROUND

The WMRC Establishment Agreement provides for the delivery of *“education and promotion regarding processes, industries or activities relating to the collection, treatment and disposal of waste and/or to the recycling or reuse of waste and other materials.”*

The recently adopted **Council Plan 2026** further reinforces this purpose through a series of interconnected strategic themes that support the organisation's establishment objectives, including education, communication, and community engagement. The work of the Communications and Education (C&E) team directly contributes to three of the Plan's six strategic themes:

- **Theme 2:** Environmental Performance and Resource Recovery
- **Theme 4:** Policy Influence and Sector Leadership
- **Theme 5:** Community Engagement and Behaviour Change

In addition, the team's activities contribute indirectly to the achievement of the remaining strategic themes through increased community awareness, stakeholder engagement, and informed decision-making.

DETAIL

Activities are described under relevant themes from the Council Plan 2026.

Environmental Performance and Resource Recovery

The Communications and Education team contributes to this objective through projects and initiatives that encourage waste avoidance, resource recovery and improved environmental outcomes.

During this reporting period, this work was delivered through the following activities:

Waste to Energy project:

The C&E team have continued to develop communications materials with up-to-date and accurate information about Waste to Energy for the WMRC website and a LinkedIn post. A newspaper article was published in *The Post* on 29 August 2026, followed by a media statement released via the WMRC website on 3 September 2026.

Our garbage coming back as power

By LLOYD GORMAN

Household rubbish from thousands of western suburb homes is no longer being buried in the ground but is being used as fuel to generate electricity for the state's power grid.

After a successful "first fire" during commissioning, the contents of red-top bins from the Western Metropolitan Regional Council (WMRC) – an estimated 9100 tonnes annually – is now being diverted away from landfill and into an incinerator hooked up to a big generator.

It will eventually generate enough electricity to power more than 36,000 homes.

Instead of being carted away and dumped in the Henderson Waste Recovery Park in the Henderson/Wattleup area, it is being delivered to the East Rockingham Waste to Energy plant 10km away.

WMRC chair and Claremont councillor Paul Kelly said: "Recovering energy from residual waste delivers a better outcome than landfill by reducing the amount of waste buried while generating electricity for the community."

WMRC CEO Stuart Devenish said the priority would remain on ways to reduce waste, increase recycling and maximise resource recovery.

"Waste to Energy sits below waste avoidance, reuse, recycling and organics recovery in the waste hierarchy and is intended only for material that cannot be practically recovered through existing systems," he said.

"It provides member councils with a competitive alternative to landfill for managing the residual waste that remains after recycling and organics recovery opportunities have been exhausted."

East Rockingham Waste to Energy general manager Alan Turner said the facility is helping to convert non-recyclable waste into a useful resource.

• Please turn to page 72

Garbage coming back as power

• From page 3

"Achieving first fire on waste and receiving waste from partner councils are significant steps as we continue the commissioning process," Mr Turner said.

"The facility is designed to divert residual waste from landfill while generating enough electricity to power more than 36,000 homes when fully operational."

The WMRC – made up of Claremont, Cottesloe, Mosman Park, Peppermint Grove and Subiaco councils – awarded the contract to process the waste to East Rockingham Waste in 2021.

The council body agreed to pay a gate fee to the private sector operator – which claims it can process 300,000 tonnes a year – to take and process its residual waste.

Mr Devenish said the commercial terms of the deal were confidential but the overall cost was competitive with the cost of landfill and avoided the state government landfill levy of $90 a tonne.

Councillor Russell Jones, chair councillor Paul Kelly, CEO Stuart Devenish, East Rockingham Waste to Energy general manager Alan Turner, and councillor Peter Macintosh visit the Waste to Energy furnace.

That levy is expected to increase as Perth's remaining dumps come close to filling up.

Cambridge council, unlike most of its WMRC neighbours, is actually a member of the Mindarie Regional Council, to which mayor Gary Mack was recently elected as chair.

The MRC councils – including Stirling and Perth – bury their household waste at Tamala Park in the northern suburbs but are grappling with the impending closure of that facility

As this new waste disposal method fires up, another attempt at diverting waste from landfill is headed for the scrapheap.

The experimental DiCOM system developed at the Brockway site was designed to take in 55,000 tonnes of household waste and process 85% of it into recyclables, compost and bio-energy (gas) which could produce electricity.

The WMRC commissioned the project in 2007 and after promising scaled-down trials in 2008/09 work on a full-size facility began in 2011.

It was due to be operational by 2013.

However, from the outset the project was dogged by delays, technical problems, set backs and later legal battles in the Supreme Court that saw it become a $170million white elephant.

Policy Influence and Sector Leadership

The Communications and Education team contributes to this objective by maintaining strong relationships across government, industry and community sectors, supporting best practice in waste prevention and resource recovery, and strengthening WMRC's profile as a trusted voice in sector-wide policy and advocacy discussions.

During this reporting period, this work was delivered through the following activities:

Waste Management and Resource Recovery Association of Australia (WMRR). Through membership in the WMRR Waste Educators and Circular Economy Working Groups, staff members attended the bimonthly WA Circular Economy Working Group meeting, which included a presentation on the impact of the waste export bans and a discussion regarding Australian plastic recycling in a global market. The team also attended the 2026 Waste and Resource Recovery Conference – 9th and 10th September. These are excellent opportunities for the team's ongoing professional development by providing access to up-to-date information, expert perspectives and emerging sector developments.

WALGA – Consistent Communications Collective. The team attended a Consistent Communications Collective meeting during the reporting period. The team has continued to contribute to and support member councils in the sharing of updated guidance regarding FOGO, aligning with directives from DWER and WALGA.

Battery Product Stewardship and Management Advocacy

The WMRC has been undertaking research into battery product stewardship and safety management practices, in recognition of the rapidly escalating safety, environmental and financial risks associated with batteries (particularly lithium-ion batteries) entering household waste streams. The previously mentioned discussion paper is being prepared for the November Ordinary Council meeting.

Waste avoidance and advocacy opportunities

At WALGA's recent Consistent Communications Collective meeting, interest was expressed by several Member Council staff in waste avoidance advocacy opportunities and resources. In response, the C&E team circulated information to Member Council officers outlining a range of external advocacy and engagement resources that councils may choose to share with interested residents seeking opportunities to support waste avoidance, circular economy initiatives and packaging reform. The communication also highlighted WMRC's capacity to provide additional waste avoidance education resources and materials to Member Councils on request.

Community Engagement and Behaviour Change

The team continues to deliver core community engagement and education activities, including:

- Event attendance and coordination
- Public communications across print and digital channels, including the development of resources for Member Councils.

Community engagement and education

Education and outreach initiatives delivered during the reporting period included:

Waste education presentation at the Water Corporation: 3rd September

The C&E team was invited to present on the circular economy, the waste hierarchy and waste sorting at a lunchtime session for Water Corporation staff. Approximately 50 staff attended in person and online, with the recorded presentation to be disseminated to all staff across the organisation.

The team is currently engaged in planning for a busy Spring/Summer event season, with an estimated nine events coming up between September and December. These include Recycling Centre tours, a clothing swap and attendance at Member Council events such as Sunset Eats (Mosman Park), A Day on the Bay (Claremont) and Carols in the Park (Claremont).

Communications support for Member Councils

The team continues to prepare digital assets, print materials and signage on request.

Ongoing communications. The team regularly produces electronic direct mail, social media content, print ads and print materials to support consistent, up-to-date messaging. Website information is continually reviewed and updated to ensure it remains accurate and relevant. Main points include the following:

- **EDM** – The September newsletter went out to 1,680 recipients.
- **POST Newspaper advertisement** – released on Saturday 19th September.

RISK MANAGEMENT

This report addresses and aids mitigation of the following areas of the Corporate Risk Register:

Strategic:
SS2 –circular economy opportunities
SS3 –environmental outcome demand
SS9 – misaligned strategy

Governance:
SG1 – Member Council alignment
SG4 – Member Council relationship

HR management:
SHR2 – staff retention
SHR5 – capability/capacity gap
OHR3 – industry knowledge

Financial:
SF2 – cross-subsidising

Reputation:
SR3 – public statements
SR5 – public scepticism
OR1 – service quality
OR6 – public scepticism
OR7 – NGO influence

COMMUNICATION AND CONSULTATION

Member Council CEOs are briefed on the C&E team activities through the CEO Forums.

REPORT IMPLICATIONS

Legislation and Policy Alignment

N/A

Business and Strategic Alignment

These activities are aligned to strategic themes 2, 4, and 5, of the WMRC Council Plan 2026 as outlined above:

> Theme 2 *Maximise environmental performance through waste prevention, increased resource recovery and processing outcomes, whilst maintaining cost-effective service delivery.*
>
> Theme 4 *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.*
>
> Theme 5 *Support and influence community behaviour to reduce waste generation and improve participation in best-practice waste management and resource recovery systems.*

Financial and Resource Implications

Services are provided in-line with budget provisions.

COMMENTS

The information is presented for noting.

VOTING REQUIREMENT

Simple majority

RESPONSIBLE OFFICER'S RECOMMENDATION

11.2.1 That the Communications and Education report to 18 September to be noted.

11.3 PROJECTS REPORT

Responsible Officer:	**Projects Lead**
Date:	**24 August 2026**
Attachment:	**Nil**

PURPOSE

The purpose of this report is to inform Council on the progress of strategic projects underway.

BACKGROUND

The WMRC is embarking on significant improvements including new strategies supporting business operations, significant capital works undertakings and the reclamation of the DiCOM area. The Projects Lead role is to facilitate some of these activities.

DETAIL AND OPTIONS ANALYSIS

Second Waste Compactor

After the Council decision to award tender RFT 02-2026 at the August 2026 OCM, contracts have been exchanged. Works on site planned for late January 2027, with completion by February 2027.

Asset Management Planning

Council adopted the WMRC Asset Management Policy at the August 2026 OCM. This policy will now inform the development of the WMRC's new Asset Management Plan. This Plan will also be developed in response to the new Council Plan. It will inform the Long-Term Financial Plan in terms of forecast need for funding for asset renewals and inform the annual Corporate Plan each year.

The Fixed Assets Register within the Finance System has been updated upon the completion of the revaluation investigations. This has facilitated the development of the Asset Management Plan for renewal cost planning which has now commenced.

Business Roadmap

To facilitate the development of future Business Strategy and Finance Strategy Frameworks, the Administration is now embarking on a Business Roadmap Project. Its objectives are

"To articulate a clear, high level financial strategy and financial structure for WMRC that:

- Explains current revenue and cost drivers
- Clarifies financial sustainability and risk exposure benchmarks
- Identifies opportunities for revenue diversification and efficiency
- Supports long-term strategic and operational decision making"

Work has commenced on this Project and is anticipated to be completed by end of CY2026.

Reclamation of DiCOM Area

In line with the terms of the Demobilisation Deed with DiCOM, WMRC has now stepped in to facilitate the demobilisation of DiCOM facilities within the Recycling Centre land. The following staged approach is now underway:

- Consultants have been appointed to undertake a stocktake of all plant and equipment within the facility, along with estimates of potential resale value on the open market
- Environmental assessments are underway of any waste products that were left in process tanks or facilities when DiCOM ceased operating
- Market research and contact with possible buyers of some of the plant and equipment is underway
- Plant that can be sold without necessitating substantial removal of other equipment, buildings or infrastructure will be undertaken
- A specialised deconstruction works tender will be prepared taking into account:
  - Items that are of saleable value once removed
  - Operating impacts of works upon Recycling Centre
  - Facilities that WMRC may wish to retain for future use
- This works package will be tendered later in FY27.

It is to be noted that a separate report forms part of the agenda for this OCM discussing the process for marketing and selling of the DiCOM assets.

RISK MANAGEMENT

Key strategic risks have been identified and comprehensively addressed in the Risk Register. The outcomes of this report address the following risks:

Strategic Risks:
SS1 – long term planning
SS3 – environmental outcomes
SS4 – access to land

Commercial and Legal Risks
SC2 – value for money

Workplace Health and Safety Risks
WHSS1 – safe workplace

Operational Risks:
S02 – risk identification

Reputational Risks:
SR1 - Leadership

Project Risks – Reclamation of DiCOM Area:
P1 – Disruption to RC Operations
P2 – Insufficient income to cover all costs and moneys owed
P3– Insufficient income to cover all costs
P4 – DPLH issues in surrendering lease
P5 – DWER require works approval

COMMUNICATION AND CONSULTATION

Member Council CEOs are briefed on the progress of these projects through the CEO Forums.

REPORT IMPLICATIONS

Legislation and Policy Alignment

Procurement activities comply with relevant legislation and Council Policy.

Strategic Alignment

The on-site projects underway are addressing theme 1 of the Council Plan 2026 as follows:

> *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.*

The business initiatives support theme 3 of the Plan as follows:

> *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.*

Financial and Resource Implications

The capital projects underway are provided within the 2026/2027 Budget. Once the Reclamation of the DiCOM Area works commence a greater understanding of the 'on ground' resource implications will be developed.

COMMENTS

The DiCOM aspects of this report are to be read in conjunction with Report 10.5 of this OCM agenda. Remaining matter are recommended for noting.

VOTING REQUIREMENT

Simple majority

RESPONSIBLE OFFICER'S RECOMMENDATION

11.3.1 That Council NOTE the Projects Lead report.

11.4 VERGE VALET REPORT

Responsible Officer: **Verge Valet Lead**

Date: **17 September 2026**

Attachment: **Nil**

PURPOSE

To provide Council with an overview of Verge Valet™ service performance for August 2026, including collection demand, resource recovery outcomes, customer feedback and key service developments.

BACKGROUND

Verge Valet™ provides residents of host councils with year-round access to prebooked verge waste collections. It currently services 103,294 properties (ABS 2021) as detailed:

Name	**MOU/ contract**	**Service start date**	**No of properties**	**Allocation per property**		
			(ABS2021)	Bulk*	Green	Mattress
Town of Mosman Park	MOU	February 2020	4113	2	1	Y
Town of Cottesloe	MOU	August 2020	3609	2	1	Y
Shire of Peppermint Grove	MOU	March 2021	620	3	3	Y
City of Subiaco	MOU	September 2025	8820	0	3	N
Town of Cambridge	Contract	November 2020	11497	1	1	N
City of Vincent	Contract	April 2021	16794	2		Y
City of Fremantle	Contract	September 2023	15687	1	0	Y
City of South Perth	Contract	July 2025	20851	1	2	Y
Town of Victoria Park	Contract	July 2025	17982	2	1	N
Town of East Fremantle	Contract**	July 2026	3321	1	2	Y

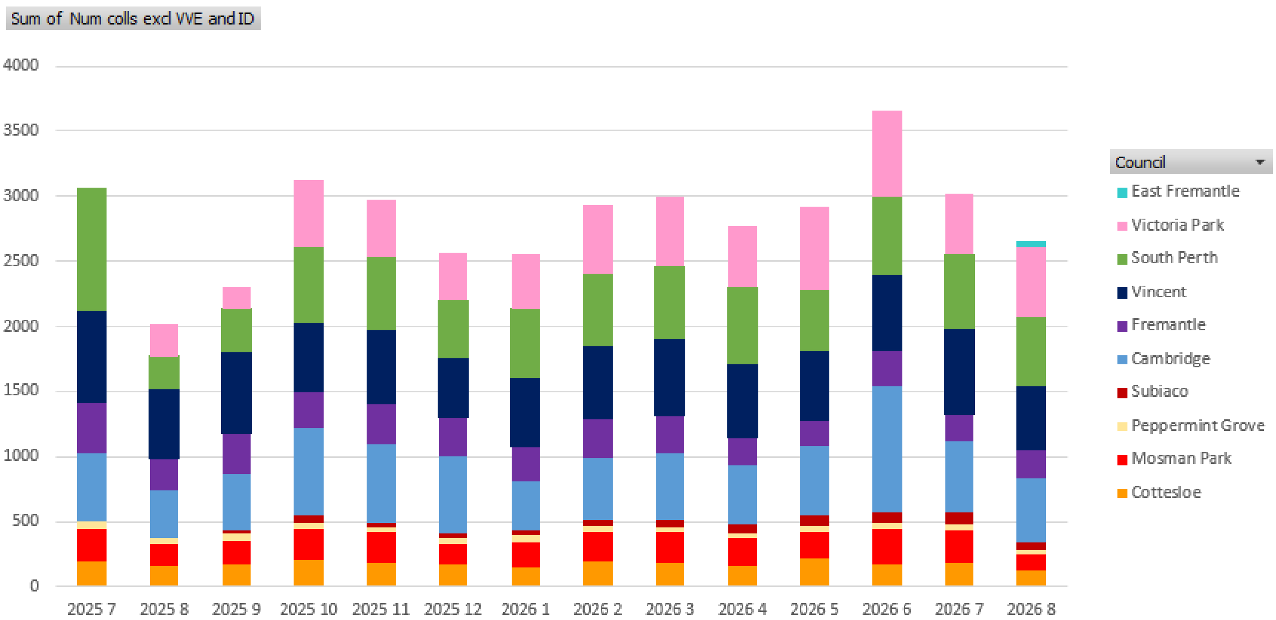
*bulk allocations may be used for green collections, not vice versa

Reports are provided for each Ordinary Council Meeting with an update on collections, along with summary survey results from those who have used the service. Further, the proportion of waste recovered (based on processor estimates) is reported. This is the waste that is separated and forwarded to re-processors and consequently diverted away from landfill. These waste streams are green waste, metal, cardboard and wood.

DETAILS

Number of collections

The following chart shows the number of collections per month across Verge Valet host councils from July 2025 to August 2026. Collection volumes increased in October and November 2025 following the commencement of Victoria Park bulk waste collections and an additional collection day in South Perth. Volumes dipped in December and January due to the Christmas shutdown before returning to typical levels of 2,700 to 3,000 collections per month. Collections peaked in June 2026 as residents sought to use their annual allocations before the end of the financial year, with strong demand continuing into July. August volumes dipped due to seasonal winter conditions and the conclusion of EOFY related peak activity.



The collector separates e-waste, white goods and mattresses during collection. Our contractor, Perth Bin Hire, sorts the rest and reports the proportion of bulk waste recovered. This is the same sorting facility as used for the bulk waste from other sources delivered to the Recycling Centre and reported monthly. The latest available figures (to August) show that approximately 85% of the collected bulk waste is recovered. Material recovered comprises paper and cardboard, ferrous metals, and wood. All of the green waste is recovered.

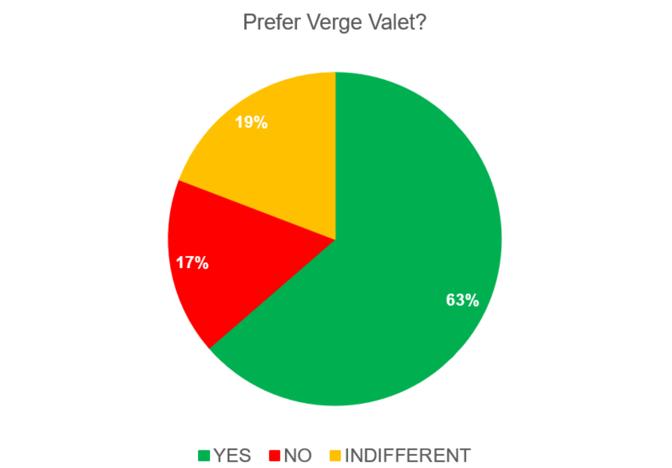
New Booking System

The Verge Valet™ team continues to work closely with D+M Waste Management on the development of a new and enhanced booking system. Testing remains underway within the Town of Mosman Park, the Town of Cottesloe, and the Shire of Peppermint Grove, with valuable feedback from these pilot councils helping to inform further refinements ahead of broader implementation.

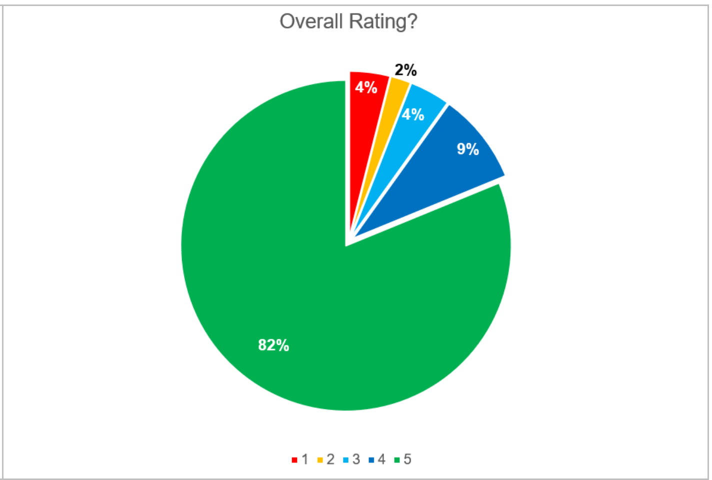
The new system represents a significant improvement to the service, introducing automated scheduling of available collection dates, self-service options for residents to modify or cancel bookings, and enhanced reporting capabilities that provide greater visibility of non-conformance data for staff. These improvements are expected to deliver a more streamlined and user-friendly experience for both residents and operational teams.

Resident Feedback

Resident feedback remains positive with 63% of 2963 survey respondents preferring Verge Valet™ to traditional bulk waste collection services. The service also achieved a strong overall satisfaction score of 4.64 out of 5. See pie charts below.



Responses to “Do you prefer Verge Valet?”



Responses to “Please rate the service overall (1-5)”

Communications Enhancement

The Communications and Education team continues to support the Verge Valet team by developing customised communication materials, including animations, social media assets, and collaborative media stories. Most of these requests have been initiated by the new host councils.

RISK MANAGEMENT

The report addresses and aids mitigation of the following areas of the Corporate Risk Register:

Strategic:
- SS2 –circular economy opportunities
- SS3 –environmental outcome demand
- SS9 – misaligned strategy
- OS1 – resource allocation
- OS3 – sole supplier
- OS5 – organisational structure

Governance:
- SG1 – Member Council alignment
- SG4 – Member Council relationship

Commercial:
- SC3 – economies of scale
- OC2 – intellectual property
- OC3 – contract management
- OC7 – contractor non-performance

WHS:
- WHSS1 – safe workplace
- WHS07 – contractor practices
- WHS09 – sharps
- WHS011 – manual handling
- WHS012 – 16 – Hazardous substances

HR management:
- SHR5 – capacity/capability gaps
- OHR8 – organisational productivity

Financial:
- SF1 – financial health
- SF2 – cross-subsidising

Operational:
- OO5 – service provider failure
- OO9 – contractor compliance

IT:
- SIT1 – digital information access
- SIT2 – unauthorized digital access

Reputation:
- SR5 – public scepticism
- OR2 – contractor standards
- OR6 – public scepticism
- OR7 – NGO influence

COMMUNICATION AND CONSULTATION

The Verge Valet team continues to engage with host councils on service delivery, communications and system improvements. Member Council CEOs are briefed on relevant Communications and Education team activities through the CEO Forums.

REPORT IMPLICATIONS

Legislation and Policy Alignment

The Verge Valet™ service is provided under contract to non-Member Councils and under a Memorandum of Understanding to Member Councils.

Strategic Alignment

Delivery of the Verge Valet™ service supports achievement of Theme 1 of the Council Plan 2026 by providing participating councils and residents with a reliable, accessible and responsive waste collection service, supported by ongoing service monitoring and continuous improvement:

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.

The service also supports Theme 2 through the separation and recovery of green waste, metals, cardboard, wood, e-waste, white goods and mattresses, reducing the volume of material requiring disposal and improving resource recovery outcomes:

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

Provision of Verge Valet™ services to non-Member Councils supports Theme 3 by generating external revenue, increasing service scale and contributing towards organisational overheads and operating costs:

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.

Verge Valet™ has a direct relationship with Theme 5 by providing residents with a convenient and structured service that encourages appropriate presentation, separation and recovery of materials and supports improved participation in contemporary waste management practices:

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

Continued development of service systems, operational capability, contractor management and reporting supports Theme 6 by strengthening WMRC's capacity to sustainably manage an expanding regional service while maintaining service continuity and organisational resilience:

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

Financial and Resource Implications

Verge Valet continues to generate revenue from services provided to non-Member Councils and contributes towards organisational overheads and operating costs.

Service performance and expenditure are monitored against the approved budget.

COMMENTS

Verge Valet continues to operate effectively across participating councils, with strong service utilisation, an estimated bulk waste recovery rate of approximately 85% and positive resident satisfaction.

Current priorities include progressing the new booking system through pilot testing, maintaining service performance across the expanded host council base and improving service data and reporting capability. No material service issue requiring particular action has been identified during the reporting period.

VOTING REQUIREMENT

Simple majority

RESPONSIBLE OFFICER'S RECOMMENDATION

11.4.1 The Verge Valet report be noted.

11.5 PROGRESS ON COUNCIL RESOLUTIONS

Responsible Officer:	**Chief Executive Officer**
Date:	**24 September 2026**
Attachment:	**11-5A Progress on Council Resolutions**

PURPOSE

Council monitors progress on its resolutions at each OCM. A schedule showing progress on WMRC resolutions up to and including 24 September 2026 is presented at **Attachment 11-5A**. Only uncompleted resolutions, and those recently completed, are shown on the schedule.

BACKGROUND

In October 2007 Council decided that an information bulletin item tracking the progress of Council resolutions be presented at future meetings.

DETAIL AND OPTIONS ANALYSIS

Please refer to Attachment 11-5A. The schedule is colour coded. Red - resolutions not yet commenced; orange – resolutions in progress; green – resolutions complete.

RISK MANAGEMENT

The implementation of Council resolutions relates to, and assists mitigation of risks associated with the following areas of the Corporate Risk Register:

Strategic;

OS1 – allocation of resources

Governance;

OG5 – service delivery

HR Management;

SHR3 - service delivery

OHR7 – roles and responsibilities

COMMUNICATION AND CONSULTATION

Council resolutions and progress on their implementation are discussed at CEOAC meetings.

REPORT IMPLICATIONS

Legislation and Policy Alignment

Local Government Act 1995

Business and Strategic Alignment

Progress on Council Resolutions is aligned to all six key strategies of the WMRC *Strategic Community Plan.*

Financial and Resource Implications

Not applicable

COMMENTS

The report is provided for noting.

VOTING REQUIREMENT

Simple majority.

RESPONSIBLE OFFICER'S RECOMMENDATION

11.5.1 The progress on Council resolutions be noted.

11.6 CEO FORUM – RECORD OF MEETING

Responsible Officer:	**Chief Executive Officer**
Date:	**24 September 2026**
Attachment:	**11-6A CEO Forum – Record of Meeting September 2026**

PURPOSE

For Council to receive a summary of the CEO Forum meeting of September 2026.

BACKGROUND

Council has adopted a policy addressing arrangements for member Council CEO forums. The policy sets out arrangements for forums that enable discussion and input into key issues relevant to the WMRC.

DETAILS

Please refer to Attachment 11-6A.

RISK MANAGEMENT

The forums assist mitigation of risks associated with the following areas of the Corporate Risk Register:

Governance

- SG1 – member needs
- SG3 – relationship management
- SG4 - relationship management

Financial

- SF2 – cross subsidisation

Reputational

- SR1 - decision making
- OR8 – public criticism

COMMUNICATION AND CONSULTATION

Nil.

REPORT IMPLICATIONS

Legislation and Policy Alignment

Local Government Act 1995

Business and Strategic Alignment

Business of the CEO Forums includes all strategic themes of the WMRC *Council Plan.*

Financial and Resource Implications

Not applicable

COMMENTS

The record is provided for noting.

VOTING REQUIREMENT

Simple majority.

RESPONSIBLE OFFICER'S RECOMMENDATION

11.6.1 The CEO Forum – Record of Meeting held on 17 September 2026 be noted.

12 MOTIONS FOR WHICH PREVIOUS NOTICE HAS BEEN GIVEN

13 QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN

14 MEMBERS' QUESTIONS WITHOUT NOTICE

15 URGENT BUSINESS APPROVED BY THE PERSON PRESIDING OR BY DECISION

16 MATTERS BEHIND CLOSED DOORS

17 BUSINESS NOT DEALT WITH FROM A PREVIOUS MEETING

18 GENERAL BUSINESS

19 CLOSURE OF MEETING

Next Ordinary Council Meeting: 26 November 2026, Town of Claremont