



SOUTHERN METROPOLITAN REGIONAL COUNCIL

# Strategic Plan

2007-2012

Innovators in waste recovery



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Southern Metropolitan Regional Council  
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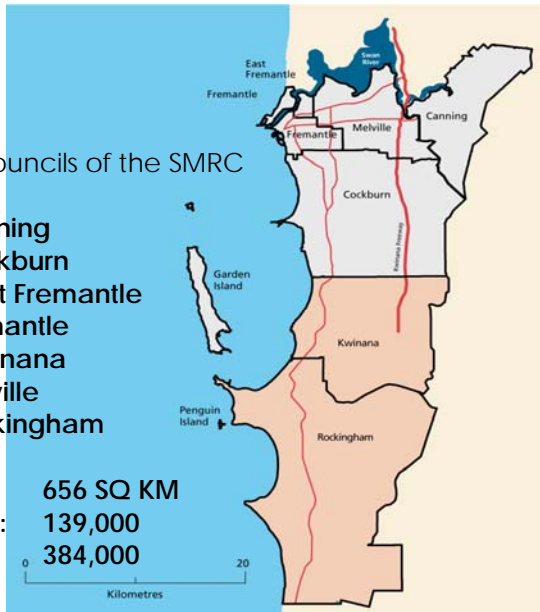
# THE SOUTHERN METROPOLITAN REGIONAL COUNCIL

## DELIVERING SUSTAINABLE WASTE MANAGEMENT SOLUTIONS

Member Councils of the SMRC are the:

- City of Canning
- City of Cockburn
- Town of East Fremantle
- City of Fremantle
- Town of Kwinana
- City of Melville
- City of Rockingham

Land Area: 656 SQ KM  
Households: 139,000  
Population: 384,000



The Southern Metropolitan Regional Council (SMRC) is a statutory Western Australian Local Government Authority representing seven local councils in the southern metropolitan part of Perth, Western Australia. It is responsible for developing environmentally sustainable waste management solutions and climate change abatement measures for its member council communities.

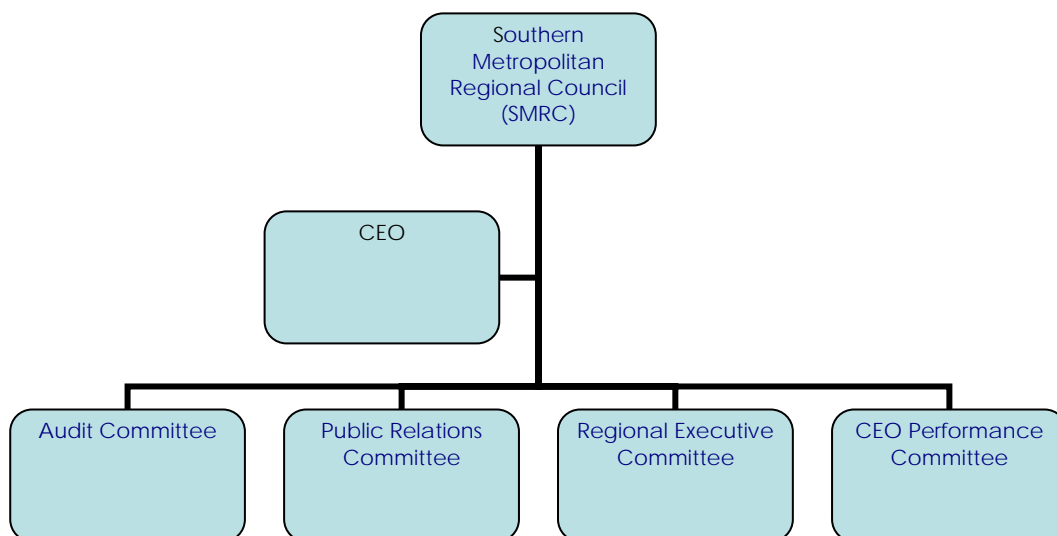
The SMRC has an operational role in the planning and coordination of the removal, processing, treatment and disposal of household waste for the benefit of communities within its regional boundaries.

## RESPONDING TO CLIMATE CHANGE

As part of our member councils' commitment to the Cities for Climate Protection Programme, the SMRC coordinates the Regional Community Greenhouse Gas Abatement Project known as Climate Wise. The project promotes sustainability and greenhouse gas reduction in homes, schools and local businesses.

### Governance Structures

A regional local government has the same general function of a local government including its legislative and executive functions, except as stated in section 3.66 the Local Government Act 1995.



## THE SOUTHERN METROPOLITAN REGIONAL COUNCIL

### **INNOVATORS IN WASTE RECOVERY AND CLIMATE CHANGE ABATEMENT**

A review of the SMRC's Strategic Plan was undertaken by Regional Councillors, Regional Executive Committee Members and the SMRC senior staff in September 2007, which was subsequently followed up with a series of council briefing sessions and fine tuning processes.

The plan was adopted by the regional council in July 2008.

The plan highlights the regional council's future vision for the five years to 2012 and the strategies to achieve its goals.

The plan is an ongoing commitment to its member councils since the 1998 Regional Waste Management Strategy that led to the development and implementation of a regional waste collection system and regional resource recovery centre (RRRC), designed to recover over 70% of all household waste generated within its boundaries.

The SMRC administration has developed a number of actions required to meet the outcomes and strategies over the next five years and will report its achievements to the regional council annually.

The SMRC's role is critical for the future of sustainable waste management, research, community education in waste recovery and climate change abatement in its region.

In addition to this plan, the SMRC in collaboration with its members is preparing a Regional Strategic Waste Management Plan. This plan addresses the current and future initiatives for the next five years on waste management in our region.

We welcome your feedback and comments on our strategic vision and purpose and hope you continue to support the journey with us.

**Cr Doug Thompson**  
**CHAIRMAN**

**Mr Stuart McAll**  
**CHIEF EXECUTIVE OFFICER**



# SOUTHERN METROPOLITAN REGIONAL COUNCIL STRATEGIC PLAN 2007-2012

'Innovators in waste recovery.'

**OUR PURPOSE:** To provide sustainable solutions in Resource Recovery and Climate Change.

**PRINCIPLES:** We will conduct our business guided by these Principles:

- Employee Value
- Innovative Solutions
- Community Driven Outcomes
- Forward Thinking
- Best Economic Value
- Integrity
- Adaptiveness
- Responsiveness

<u>Resource Recovery</u>	<u>Climate Change</u>	<u>Organizational Capability</u>	<u>Research</u>	<u>Stakeholder Relationships</u>
<p><b>Goal:</b> To ensure maximum resource recovery to achieve 95% reduction in waste to landfill.</p>	<p><b>Goal:</b> To provide leadership to assist and facilitate the reduction of greenhouse gases within the region.</p>	<p><b>Goal:</b> To ensure Southern Metropolitan Regional Council is efficient and effective.</p>	<p><b>Goal:</b> To explore and research innovative solutions to ensure best practice in resource recovery and greenhouse gases abatement.</p>	<p><b>Goal:</b> To provide leadership through partnerships, alliances and relationships.</p>
<p><b>Outcomes</b></p>	<p><b>Outcomes</b></p>	<p><b>Outcomes</b></p>	<p><b>Outcomes</b></p>	<p><b>Outcomes</b></p>
<p>Efficient and integrated collection systems.</p> <p>Leadership through Best Practice Resource Recovery</p> <p>Recovered Resources have a positive value.</p> <p>Community leadership, support and awareness</p>	<p>Reduction of greenhouse emissions in our regional communities.</p> <p>Informed Councils and communities engaged in Best Practice.</p> <p>Community leadership, support and awareness.</p>	<p>Achieving Excellence.</p> <p>Maintaining organisational sustainability.</p> <p>Recognition as an Employer of Choice.</p> <p>Organisational</p> <p>organisational</p>	<p>Recognition as a Centre of Excellence in resource recovery and climate change.</p> <p>Community leadership, support and awareness</p>	<p>Community leadership, support and awareness.</p> <p>Broadening partners and alliances.</p> <p>Enhanced SMRC profile and influence.</p>

## THE SOUTHERN METROPOLITAN REGIONAL COUNCIL

### RESOURCE RECOVERY

To ensure maximum resource recovery to achieve 95% reduction in waste to landfill.

OUTCOMES	STRATEGIES
1.1 Efficient and integrated collection systems.	1.1.1 Develop regional integrated collection system maintaining local Council identity.  1.1.2 Facilitate member Councils to review whole costs (transport solutions).
1.2 Leadership through Best Practice Resource Recovery.	1.2.1 Ensure RRRC operates at optimal designed capacity.  1.2.2 Develop waste processing facilities for whole region with complementary technology.  1.2.3 Build innovative improvement methodologies through research and development.
1.3 Recovered Resources have a positive value.	1.3.1 Explore partnerships with industry to increase value of commercial and industrial waste.  1.3.2 Continue to develop strategies to broaden income streams.
1.4 Community leadership, support and awareness.	1.4.1 Continue to develop targeted and segmented marketing and education to community.  1.4.2 Increased education within community.

## THE SOUTHERN METROPOLITAN REGIONAL COUNCIL

### CLIMATE CHANGE

To provide leadership to assist and facilitate the reduction of greenhouse gases within the region.

OUTCOMES	STRATEGIES
2.1 Reduction of greenhouse emissions in our regional communities.	2.1.1 Provide education programmes to community on choices that impact greenhouse gas reduction.  2.1.2 Reduce greenhouse emissions within regional businesses.
2.2 Informed Councils and communities engaged in Best Practice	2.2.1 Facilitate regional co-operation and information sharing on greenhouse knowledge and policy solutions.  2.2.2 Develop strategies to provide leadership and facilitation in Greenhouse Gas management.
2.3 Community leadership, support and awareness.	2.3.1 Increased education within community.

## THE SOUTHERN METROPOLITAN REGIONAL COUNCIL

### ORGANISATIONAL CAPABILITY

To ensure Southern Metropolitan Regional Council is efficient and effective.

OUTCOMES	STRATEGIES
3.1 Achieving Organisational Excellence.	3.1.1 Improved organisational management system.  3.1.2 Develop organisational quality and continuous improvement based on best practice models.  3.1.3 Further develop governance structures.
3.2 Maintaining organisational sustainability.	3.2.1 Ensure cost effective project and service delivery capacity.  3.2.2 Expand membership.
3.3 Recognition as an employer of choice.	3.3.1 Develop HR strategy – consider employee attraction, retention, succession, mentoring and career path planning to build employee value.

## THE SOUTHERN METROPOLITAN REGIONAL COUNCIL

### RESEARCH

To explore and research innovative solutions to ensure best practice in resource recovery and greenhouse gases abatement.

OUTCOMES	STRATEGIES
4.1 Recognition as a Centre of Excellence in Resource Recovery and climate change.	4.1.1 Engage member Councils and industry in development of opportunities.  4.1.2 Research and develop application of outcomes to meet our regional purpose.  4.1.3 Enhance and develop the value of our products.
4.2 Community leadership, support and awareness.	4.2.1 Research community's expectation, knowledge, attitude and feed back processes.

## THE SOUTHERN METROPOLITAN REGIONAL COUNCIL

### STAKEHOLDER RELATIONSHIPS

To provide leadership through partnerships, alliances and relationships.

OUTCOMES	STRATEGIES
5.1 Community leadership support and awareness.	5.1.1 Facilitate and participate in community, Council community groups, government and industry groups.  5.1.2 Survey community's expectation, knowledge, attitude and feed back processes
5.2 Broadening partners and alliances	5.2.1 Improve & broaden alliances and partnerships to enhance business outcomes.
5.3 Enhanced SMRC profile and influence.	5.3.1 Utilise research and knowledge to influence stakeholders.  5.3.2 Develop strategies to influence State and Federal legislation and Policy.