



MUNICIPAL WASTE ADVISORY COUNCIL  
*"Getting the Environment Right"*

# Municipal Waste Advisory Council (MWAC) Strategic Plan 2009 – 2012

## **MWAC Vision**

*United Towards a Zero Waste Future*

## **WALGA Vision – One Voice**

*We will be powerful and influential in representing, supporting and leading  
Local Government.*

## **Vision for Local Government**

*Local Governments in Western Australia will be built on good governance, autonomy, local leadership, democracy,  
community engagement and diversity.*

*Local Governments will also have the capacity to provide economically, socially and environmentally sustainable services and  
infrastructure that meet the needs of their communities.*

*Local Government will implement and maintain a governance model that integrates effective service delivery with appropriate political representation.*

## What is MWAC?

The Municipal Waste Advisory Council (MWAC) is a standing committee of the Western Australian Local Government Association with delegated authority on municipal waste issues.

MWAC's membership includes the major Regional Councils (waste management). This makes MWAC a unique forum through which all the major Local Government waste management organisations cooperate.

MWAC focuses its work in three main areas:

- The proactive development of policy on priority issues;
- Comprehensive representation of Local Government views on legislation, regulations, administrative policy and related matters; and
- The delivery of grant funded programs consistent with Local Government priorities.

## Principles

These are the principles under which the Municipal Waste Advisory Council operates. The principles are commitments to the sector and will be used to ascertain the appropriateness of actions.

**Leadership** - We will represent and provide leadership for Local Government contributing to State, National and international policy and programmes.

**Cooperation** – We will be united and represent the whole of Local Government, building collaborative decision making and shared knowledge.

**Community Responsibility** - We will represent positions that are consistent with the public good.

**Good Governance** - We will be open and transparent in the achievement of clear outcomes, involve and engage our stakeholders in decisions and actions and support policy and decision making with appropriate rationale and rigor.

**Sustainability** – We will aim to meet the needs of current and future generations through an integration of environmental protection, social advancement and economic prosperity.

**Equity** – We will ensure the characteristics and circumstances of all stakeholders are considered in meeting their needs and aspirations.

## Key Result Areas, Objectives, Strategies and Key Performance Indicators

Key Result Areas	Objectives	Strategies	Key Performance Indicators (Qualitative & Quantitative)
<b>Strong Representation</b>	1. Effectively engage our Members	1.1 Develop policy to enhance contribution and alignment of local government.	<b>Qualitative</b> Facilitate input from local government into the development of the Policy Statement <b>Quantitative</b> Development of Policy Statement (at least 1 per year)
		1.2 Communicate policy to enhance contribution and alignment local government.	<b>Quantitative</b> Distribute Policy in draft & final form to all Local Governments and Regional Councils.
		1.3 Utilise a structured approach to engage local government and Regional Councils.	<b>Qualitative</b> Quality of response received from local government in response to engagement. <b>Quantitative</b> At least a 50% response rate to Surveys. Attendance at MWAC and OAG meetings (to be included in the Annual Report on the Strategic Plan).
		1.4 Provide an effective instrument to measure performance	<b>Quantitative</b> Annual review of MWAC Strategic Plan & Business Plan Annual survey of MWAC members
	2. Effectively influence Government policy	2.1 Maximise the ability of State policy and legislation, in key areas, meets Local Government and community requirements.	<b>Qualitative</b> High level of incorporation of MWAC key recommendations into State government legislation and regulations

Key Result Areas	Objectives	Strategies	Key Performance Indicators (Qualitative & Quantitative)
		2.2 Maximise the ability of Federal policy and legislation, in key areas, meets Local Government and community requirements.	<b>Qualitative</b> High level of incorporation of MWAC key recommendations into Federal government legislation and regulations
		2.3 Develop strong advocacy campaigns on key issues	<b>Qualitative</b> Prioritise issues for campaign every 6 months (prioritisation should include assessment of capacity to influence).
	3. Enhance working relationships with State and Federal Governments	3.1 Strengthen and broaden relationships to build alliances and partnerships with government.	<b>Qualitative</b> Ongoing liaison with other State & Territory Local Government Associations.
		3.2 Strengthen and broaden relationships to build alliances and partnerships with academic, community and commercial stakeholders.	<b>Qualitative</b> Networking with key stakeholders (including industry and community groups).  <i>Reference: WALGA Waste management Consultation &amp; Communication Policy Statement.</i>
		3.3 Pursue partnership opportunities for the benefit of Local Government	<b>Qualitative</b> Partnership opportunities identified.

Key Result Areas	Objectives	Strategies	Key Performance Indicators (Qualitative & Quantitative)
<b>Effective Leadership</b>	4. Identify and evaluate emerging issues, trends and responses	4.1 Utilise contemporary information collection techniques, intelligence gathering, such as Conference attendance, and forecasting	<b>Qualitative</b> Bring emerging issues to the attention of MWAC
	5. Unify membership to achieve the outcomes best suited to Local Government's interests	5.1 Provide strategic leadership for Local Government.	<b>Qualitative</b> Consolidated local government feedback provided to key issues raised by State & Federal Government <b>Quantitative</b> MWAC Executive Officer / Executive Manager, Environment & Waste to attend one Zone meeting per round.
		5.2 Engage Regional Councils, not currently members.	<b>Qualitative</b> Invite representatives from non-member Regional Councils to Officers Advisory Group/ MWAC meetings. Keep non-member Regional Councils informed of MWAC activities.
		5.3 Retain strong relationships with our Members	<b>Qualitative</b> Meetings with Local Government and Regional Councils. Attend at least 2 Regional Council meetings annually.
<b>Enhancing Capacity</b>	6. Increase funding to Local Government	6.1 Examine options for increasing the revenue stream for local government	<b>Qualitative</b> Ongoing scanning for grant or other revenue streams
		6.2 Provide programmes that assist members in delivery (Seek funding for opportunities for fee for service programme delivery)	<b>Quantitative</b> Report annually on Programs and services provided.

Key Result Areas	Objectives	Strategies	Key Performance Indicators (Qualitative & Quantitative)
	7 Provide benefits to Local Governments	7.1 Aggregate local government sector demand to enhance collective bargaining power for service provision.	<b>Quantitative</b> Investigate at least one material for a preferred supplier arrangement (collective recycling or disposal service) annually.
	8. Provide Local Governments with access to contemporary information and advice	8.1 Formalisation of a communications strategy including delivery mechanisms, information gathering and dissemination and timeliness	<b>Qualitative</b> Implementation of WALGA Waste Management Consultation & Communication Policy Statement.  <b>Quantitative</b> Increase number of hits on WasteNet
		8.2 Encourage Regional Cooperation	<b>Qualitative</b> Work with local governments to identify issues common to regions.
		8.3 Improve and maintain central sources of information for members	<b>Qualitative</b> Utilise the WasteNet Website as a central repository of information
		8.4 Identify key stakeholders (including industry and academia) and maintain links and opportunities for collaboration and alliances	<b>Qualitative</b> Build stronger relationships within WALGA, across business units Build stronger relationships with external stakeholders (for example the Forum of Regional Councils and Waste Management Association of Australia).

Key Result Areas	Objectives	Strategies	Key Performance Indicators (Qualitative & Quantitative)
<b>Positive Profile</b>	9 Improve the public image of Local Government	9.1 Deliver information to the community on key issues	<b>Qualitative</b> MWAC Prioritise issues for media release
		9.2 Promote programs conducted by WALGA.	<b>Qualitative</b> Investigate opportunities to present at Conferences regarding key programs. Ongoing communication through the Information Bulletin, LG News and Western Councillor
	10. Foster effective networks	10.1 Improve the effectiveness and value of existing partnerships with State Government, including meeting with relevant Ministers and departmental staff.	<b>Qualitative</b> Monthly meetings with DEC Representatives Meet at least twice yearly with the Waste Authority Engage with other political parties on an issue by issue basis.  <b>Quantitative</b> Quarterly meeting with Environment Minister and Shadow Environment
		10.2 Improve the effectiveness and value of partnerships with Federal Government, including meeting with relevant Ministers and departmental staff.	<b>Qualitative</b> Develop strategy to engage with selected federal representatives (political/ operation, officers / elected member)

## Review & Reporting Process

To ensure the ongoing relevance of the MWAC Strategic Plan, clear reporting and review processes are necessary, including:

- Annual Report on and Review of Strategic Plan;
- Develop 3 year general Action Plan to support Strategic Plan;
- Develop annual Business Plans; and
- 6 monthly reporting to MWAC on progress of activities in Business Plan.

## Policy Statements

WALGA has adopted a number of Policy Statements, developed through MWAC. These Policy Statements are:

- **Data and Information Management Policy Statement and Background Paper**

The Data and Information Management Policy Statement and Background Paper was endorsed by the WALGA State Council on 7 April 2010. The Policy Statement outlines the Associations position on waste management and data and information management.

- **Waste Management Education Policy Statement**

The Waste Management Education Policy was endorsed by the WALGA State Council on 3 December 2008. The Policy Statement identifies the respective roles and responsibilities for the Federal, State and Local Government with regard to waste management education.

- **Waste Management Consultation and Communication Policy Statement**

The Waste Management Consultation and Communication Policy was endorsed by the WALGA State Council on 3 December 2008. The Policy Statement outlines the commitments from the Association regarding consultation and communication with the sector.

- **Container Deposit Systems Policy Statement**

This policy Statement was endorsed by the WA Local Government Association in June 2008 after the Biennial Review. In brief the Policy Statement reflects the principles and criteria of the Extended Producer Responsibility Policy Statement.

- **Extended Producer Responsibility Policy Statement**

This policy Statement was endorsed by the WA Local Government Association in June 2008 after the Biennial Review. In Brief the Policy Statement outlines effective tools to advance key outcomes of EPR Schemes required in achieving sustainable, economic, social and environmental principle.

- **Waste Levy and Strategic Waste Funding Policy Statement**

This policy statement was endorsed by the WA Local Government Association in February 2008 after the Biennial Review. It sets out the basis for supporting the Landfill Levy and identifies principles for raising and spending money within the field of waste management.

- **Standards for Recycled Organics Applied to Land Policy Statement and Background Paper**

This Policy statement and Background Paper were endorsed by WA Local Government Association in December 2007. It sets out and endorses the principles and requirements of Standards for Recycled Organics applied to Land.

- **Household Hazardous Waste Policy Statement**

This policy statement was endorsed by the WA Local Government Association in December 2003. It addresses the key elements of a state-wide approach to managing household wastes like solvents, paints, batteries and pesticides.

- **Waste Management Legislation Policy Statement**

This policy statement was endorsed by the WA Local Government Association in June 2004. It sets out principles, objectives and a framework to be incorporated into Waste Management Legislation under development in Western Australia.