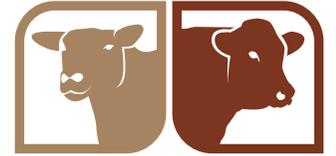




GOVERNMENT OF
WESTERN AUSTRALIA



WESTERN AUSTRALIAN MEAT
INDUSTRY AUTHORITY

WAMIA Strategic Plan

2026 - 2030



*Aerial view of the Muchea Livestock Centre.
Photo by Josh Fernandez, courtesy of The Livestock Collective.*

Acknowledgement of Country



The Western Australian Meat Industry Authority acknowledges the Traditional Custodians of the lands across Western Australia and pays respect to Elders past and present.

Message from the Chair

The Western Australian meat and livestock industry continues to play a vital role in the State's economy, supporting regional communities and businesses across the supply chain. For the industry to thrive, it is essential that the establishments, facilities, and systems involved in livestock sales, animal slaughter, and carcass processing operate safely, fairly, and efficiently, with sufficient capacity to manage throughput at any time.

In 2023, the WAMIA Board undertook a comprehensive review of its Strategic Plan, reaffirming our commitment to the organisation's purpose and vision. Since that review, I am pleased to recognise the organisation has made significant progress in stabilising leadership at both Board and Management levels, strengthening staff culture, and building more collaborative relationships with stakeholders.

These achievements provide a strong foundation for the next phase of our strategic journey.

This refreshed Strategic Plan sets out priorities for 2026–2030. It builds on recent successes in animal welfare, governance, and organisational capability. It also provides a framework to address ongoing challenges such as financial sustainability, ensuring our statutory frameworks are current and relevant, and able to support industry shifts and changes, and ensuring processing capacity in a variable operating environment.

The strategies outlined in this plan aim to enhance WAMIA's effectiveness and ensure it continues to deliver long-term benefits to the Western Australian meat and livestock industry.

Sarah Lang - Chair, WAMIA

I invite you to explore these strategies and engage with WAMIA as we work together to support a successful and sustainable industry for the State.



WAMIA's Strategic Foundations



Our Purpose

To support the WA meat and livestock industry to thrive.

Our Vision

A successful and sustainable WA meat and livestock industry benefiting regional communities and the State.



Our Values



Integrity

Our actions are honest, ethical and transparent



Leadership and Accountability

We lead by example and take responsibility for our actions and behaviours



Courage and Innovation

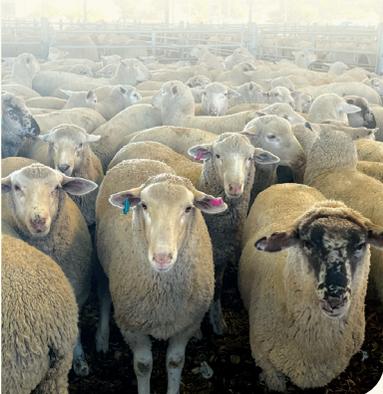
We foster innovation, continuous improvement, and proactive solutions to industry and operational challenges



Collaboration

We listen, communicate, and nurture strong and enduring relationships

WAMIA’s Strategic Plan for 2026-30

LIVESTOCK EXCHANGE AND BIOSECURITY High quality, independent livestock exchange and State biosecurity facilities contributing to supply chain stability	EFFECTIVE REGULATION Regulatory frameworks that support equity and fairness, protecting the reputation of the WA meat industry	INFORMED ADVICE A trusted advisor to State Government on WA-specific industry priorities	ORGANISATIONAL EXCELLENCE A well-governed and responsible organisation
<ol style="list-style-type: none"> 1. Maintain leadership in animal welfare, biosecurity and work health and safety through continuous improvement and best practice. 	<ol style="list-style-type: none"> 1. Progress legislative reform to modernise the Western Australian Meat Industry Authority Act 1976 and streamline regulations. 	<ol style="list-style-type: none"> 1. Strengthen industry and stakeholder engagement through structured communication channels and regular communication. 	<ol style="list-style-type: none"> 1. Mature business analytics and reporting frameworks that delineate fee for service activities from statutory and government mandated services.
<ol style="list-style-type: none"> 2. Develop and implement strategic asset and maintenance plans to ensure modern, efficient facilities that meet industry needs. 	<ol style="list-style-type: none"> 2. Improve and streamline compliance systems, processes and platforms to improve efficiency for WAMIA and stakeholders. 	<ol style="list-style-type: none"> 2. Improved stakeholder understanding of WAMIA’s dual roles as a regulator, and a service provider. 	<ol style="list-style-type: none"> 2. Identify and explore opportunities for greater asset utilisation to deliver value to industry and government.
<ol style="list-style-type: none"> 3. Review service delivery models for the Muchea Livestock Centre (MLC) ensuring the long-term interests of industry. 		<ol style="list-style-type: none"> 3. Develop capability to identify and understand emerging challenges and opportunities in WA’s meat industry. 	<ol style="list-style-type: none"> 3. Strengthen organisational policies and practices to ensure a safe, healthy and inclusive workplace with career pathways.
<ol style="list-style-type: none"> 4. Monitor and keep under review, the MLC’s fees, charges and costs of operation. 		<ol style="list-style-type: none"> 4. Leverage long-running data sources (e.g. Abattoirs Survey) to provide evidence-based insights and informed advice. 	<ol style="list-style-type: none"> 4. Foster a positive organisational culture that celebrates diversity and recognises contributions.
<ol style="list-style-type: none"> 5. Pilot and promote new technologies to enhance operational efficiency and that will benefit industry. 			



Implementation

The WAMIA Board and Management will implement this strategic plan using the following activities and tools, to support monitoring and evaluation of performance, impact and effectiveness:

1. Annual Operational Plan

WAMIA will prepare an operational plan outlining actions and activities to deliver on its strategic plan over the five years. This will be refreshed and submitted to the Board for annual review.

2. Aligning Reporting to Strategy

Board agenda items will be linked to Strategic Plan initiatives to keep it alive and relevant, and budget reporting will continue to occur via business segments to support monitoring of financial sustainability.

3. Stakeholder Awareness and Communication

The Strategic Plan will be used as a communication tool with external stakeholders to raise the profile of WAMIA and increase awareness of its full suite of functions. Stakeholder sentiment will be monitored via social media monitoring and future surveys to capture and report on stakeholder sentiment about the organisation.



The team at Muchea Livestock Centre.

About WAMIA

WAMIA is an independent statutory WA Government organisation established under the Western Australian Meat Industry Authority Act 1976 (WAMIA Act).

Under the WAMIA Act, the Authority's responsibilities include:

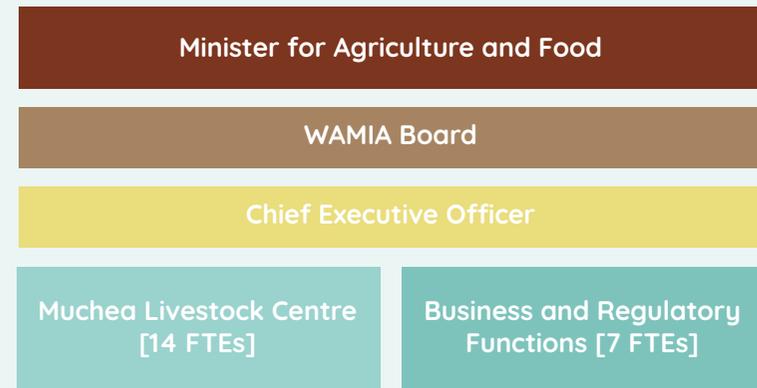
- Oversight of establishments and facilities involved in the sale of livestock, slaughter of animals, and processing of carcasses for human consumption; including the operations, capacity and performance of abattoirs and meat processing works
- Implementing schemes and practices for branding of carcasses or meat
- The Muchea Livestock Centre
- Encouraging and promoting improved efficiency throughout the meat industry, and
- Providing advice to the Minister, particularly with regards to management of conflicting interests within the meat and livestock industries, and the future requirements for saleyards, abattoirs and processing works.

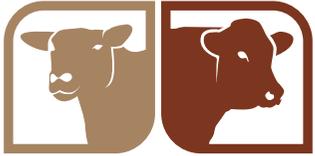
The WAMIA Act bestows WAMIA with the following powers to enable WAMIA to perform these functions:

- To acquire, hold, manage, improve, develop and dispose of real and personal property
- To enter into management contracts

- To participate in business arrangement and acquiring, holding and disposing of units or other interests in, or relating to, any business arrangement (subject to Ministerial approval), and
- To appoint agents or engage persons under contracts for services to WAMIA.

WAMIA operates under the direction of an eight-member Ministerially-appointed Board. There are 21 full time equivalent (FTE) positions as well as a team of casual staff working a small number of hours per week due to the nature and variability of activities in the Muchea Livestock Centre.





WESTERN AUSTRALIAN MEAT
INDUSTRY AUTHORITY

Western Australian Meat Industry Authority

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*Aerial view of the Muchea Livestock Centre.
Photo by Josh Fernandez, courtesy of The Livestock Collective.*