



**Resource
Recovery
Group**

Recycle. Innovate. Educate.

Corporate Business Plan

Version 1
2023 - 2027

Adopted by Council Date: 25 May 2023



Message from the CEO	3
Introduction	4
How we came about	4
What we do	5
Terminology in this document	6
Integrated Planning and Reporting	7
Strategic Community Plan	7
Corporate Business Plan	7
Long Term Financial Planning	7
Asset Management Planning	8
Workforce Management Plan	8
Information & Communication Technology Plan	8
Annual Budget	8
Annual Report	8
Other Plans	8
Strategic Waste Management Plan Recommendations	10
Organisational Structure	12
Employee Values	13
Strategic Direction Progress	14
Vision and Mission	17
Our Vision	17
Our Mission	17
Our Objectives	17
Key Focus Areas	18
Projects	19
Measures	21

Message from the Chief Executive Officer

Minimising waste to landfill, by delivering forward looking waste management solutions that are effective and efficient, has been the core of our business for more than twenty years. We continue to develop partnerships to optimise capacity at our Resource Recovery Centre and help to identify and embed circular economy principles in the resource recovery sector at all levels.

We continue to decommission redundant equipment and refurbish the Waste Composting Facility, paving the way to utilise this space for both increased FOGO processing and other opportunities. Council has given in-principle support to lease part of the facility for plastic recyclables reprocessing. This provides a local solution to plastic that can no longer be exported overseas without further sorting and processing.

We continue to deliver communication and waste education in accordance with the Recycle Right plan for 2021 - 2023, which identifies ongoing strategies for the delivery of communication and waste education.

Recycle Right membership continues to expand and the utilization of a wide range of social media is engaging and ever-growing audience.

Currently implementation of residual waste being diverted to Waste-to-Energy is likely to be further delayed.

I look forward to continuing to work with our progressive regional local government partners, community, industry and government leaders, councillors and staff to achieve a positive future for the Resource Recovery Group's members and the broader community.

Tim Youé
Chief Executive Officer



Introduction

The Corporate Business Plan is an internal business planning tool that translates Council priorities into operations within the resources available. It represents the activation of the Resource Recovery Group's (formerly Southern Metropolitan Regional Council) Strategic Community Plan. The Strategic Community Plan articulates the long-term vision, aspirations and strategic priorities of our key stakeholders.

In 2022, as part of our annual Strategic Directions Review, we undertook a major review of our Vision, Mission, Objectives and Key Focus Areas to reflect the current aims and successful re-branding of the organisation. In early 2023 a further Strategic Directions Review was conducted with our member participants informing them of our short-term plans and initiatives for the future.

How we came about

In 1991, the local governments of Canning, Cockburn, East Fremantle, Fremantle, Kwinana, Melville and Rockingham came together to form a regional approach to waste management. The Councils realised that individual approaches for alternative waste options would be too expensive for a single council. A solution was required to manage the thousands of tonnes of waste that were being sent direct to landfill each year with little considerations of the future social, economic and environmental implications.

As a result, the Councils formed the South-West Waste Management Council to provide environmentally sustainable waste management solutions for the benefit of the community and member councils. In 1998, this was changed to the Southern Metropolitan Regional Council (SMRC).

Over time, the following local governments have withdrawn from the regional group for a variety of reasons: City of Canning in June 2010, City of Rockingham in June 2012, City of Cockburn in June 2019 and City of Kwinana in June 2021.

In 2021, the organisation re-branded itself and is now known as Resource Recovery Group.



What we do

Resource Recovery Group is a statutory local government authority representing local governments in the southern metropolitan area of Perth. It is responsible for delivering innovative and sustainable waste management solutions for member local governments.

Our member local governments are: Town of East Fremantle, City of Fremantle and City of Melville.

The member local governments have jointly agreed to establish Resource Recovery Group under an Establishment Agreement and each participant may participate in regional projects that are governed by a Participants' Project Agreement.

There are two core projects being:

1. The Regional Resource Recovery Centre (RRRC) Project and;
2. The Office Accommodation Project.

Both the projects were established through separate project participants' agreements. In addition to the above two projects, support activities such as administration, education and research are also undertaken.

The Resource Recovery Centre at Canning Vale was the first of its kind in Western Australia and is a unique waste recycling and resource precinct and important waste infrastructure in the Perth metropolitan area. The Resource Recovery Centre at Canning Vale comprises three resource recovery facilities:

1. Organic waste (household food and small garden waste) FOGO is collected from 240 litre lime-green top bins, pre-processed to remove contamination and turned into compost;
2. Paper, cardboard, plastics and metals are collected from household 240L yellow-lidded bins and are sorted and recovered in the Materials Recovery Facility (MRF) then sold to domestic and international markets; and
3. Green waste is collected from the kerbside of households and turned into mulch.

Resource Recovery Group is committed to assisting the State Government to work towards achieving its recovery targets outlined in the State's Waste Strategy 2030.

As an organisation, we inject over \$20 million per year into the economy, employ over 50 staff and provide work for 100 local small businesses and contractors each month.



Terminology used in this document

AMP	Asset Management Plan	MRF	Materials Recovery Facility
CAG	Community Advisory Group	MSW	Municipal Solid Waste
CBP	Corporate Business Plan	RRG	Resource Recovery Group
C&D	Construction and Demolition Waste	RRRC	Regional Resource Recovery Centre
C&I	Commercial and Industrial Waste	SCP	Strategic Community Plan
DWER	Department of Water and Environmental Regulation	SOP	Standard Operating Procedures
EMS	Environmental Management System	SMRC	Southern Metropolitan Regional Council
FOGO	Food Organics, Garden Organics	WARR	Waste Avoidance and Resource Recovery
GWF	Green Waste Facility	WCF	Waste Composting Facility
ICT	Information Communications Technology	WFP	Workforce Plan
LTFP	Long Term Financial Plan	WHS	Work Health and Safety



Integrated Planning and Reporting

All local governments are required to plan for the future under the *Local Government Act 1995 (WA)*, section 5.56(1). The Local Government (Administration) Regulations 1996 outline the minimum requirements to achieve this.

The Department of Local Government, Sport and Cultural Industries Integrated Strategic Planning and Reporting Framework (the Framework) provides the basis for improving the practice of strategic planning in local government.

This Plan does not stand alone in the Framework. It is part of a suite of planning and reporting documents all of which are regularly reviewed. These include:

Strategic Community Plan (10 years)

The Strategic Community Plan articulates the long-term vision, aspirations and objectives for member councils and our communities. The ten-year plan is reviewed and updated at regular intervals, as required but no greater than four years, to remain current with our Stakeholder aspirations.

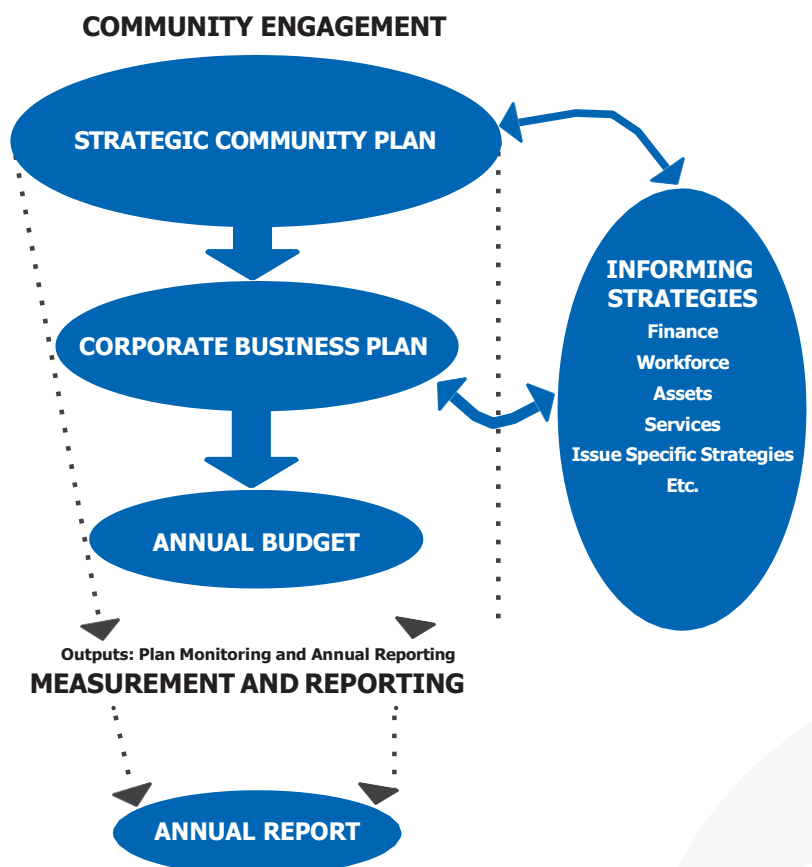
Corporate Business Plan (4 years)

The Corporate Business Plan will drive the operation of the Resource Recovery Group over the short to medium term (four-year period). It will be reviewed annually and modified as required. The Corporate Business Plan ensures that the Resource Recovery Group has the resources it needs to achieve its strategic goals.

Long Term Financial Plan

The LTFP includes the financial estimates modelled in the RRRC Amended Business Plan and the funding of actions contained in this Plan.

Revenue sources include; Participant contributions toward operating, education and capital (borrowings); customer fee for service and cash backed reserves.



Financial resources are planned for in the adopted annual budget, and the 10 year Long Term Financial Plan.

Asset Management Plan

The AMP identifies the asset classes and the estimated spend for annual maintenance programs, renewals and new acquisitions.

The AMP takes into account the RRC asset transition program and the decommissioning of surplus assets and commissioning of new assets to meet the changes in the business delivery model relating to this plan.

Workforce Management Plan

The Workforce Plan (WFP) details our resources required to meet the business delivery models contained in this plan.

Information & Communication Technology Plan

Outlines the ICT requirements and strategies for the delivery of the current and future operations.

Annual Budget

The process by which we inform stakeholders and statutory bodies of our progress in delivering services, projects and other operations to meet short-term, medium-term and long-term aspirations.

Annual Report

Provides feedback on our progress against the Corporate Business Plan and provides a snapshot of our progression towards goals and aspirations as contained in the Strategic Community Plan

Other Issue or Specific Plans

Other plans that assist in delivering the Corporate Business Plan and the goals of the Strategic Community Plan include:

- Regional Council Waste Plan
- Recycle Right Plan
- RRRC Project Amended Business Plan 2017
- Office Project Amended Business Plan 2021
- Community Engagement Strategy
- Communication Plan
- Marketing Plan
- Disability Access & Inclusion Plan





CV. W6
ISO ZONE-A
SWL 250kgs

CV. MP4
ISO ZONE - A
SWL 250kgs

Strategic Waste Management Plan Recommendations

Waste plans form part of local government integrated planning and reporting as an issue-specific informing strategy.

The Western Australian Waste Avoidance and Resource Recovery Strategy 2030 (Waste Strategy), includes a headline strategy to “Implement local government waste plans, which align local government waste planning processes with the State Government’s Waste Strategy.”

All local governments and regional local governments located in the Perth metropolitan region and Peel region (Perth and Peel regions), and major regional centres that provide waste services, were required to develop waste plans for the 2020-21 financial year, and perform their functions in respect of waste management in accordance with their waste plans.

Section 6.2(2) of the *Local Government Act 1995* requires local governments to have regard to their plans for the future (which include waste plans made under section 40 of the *WARR Act*).

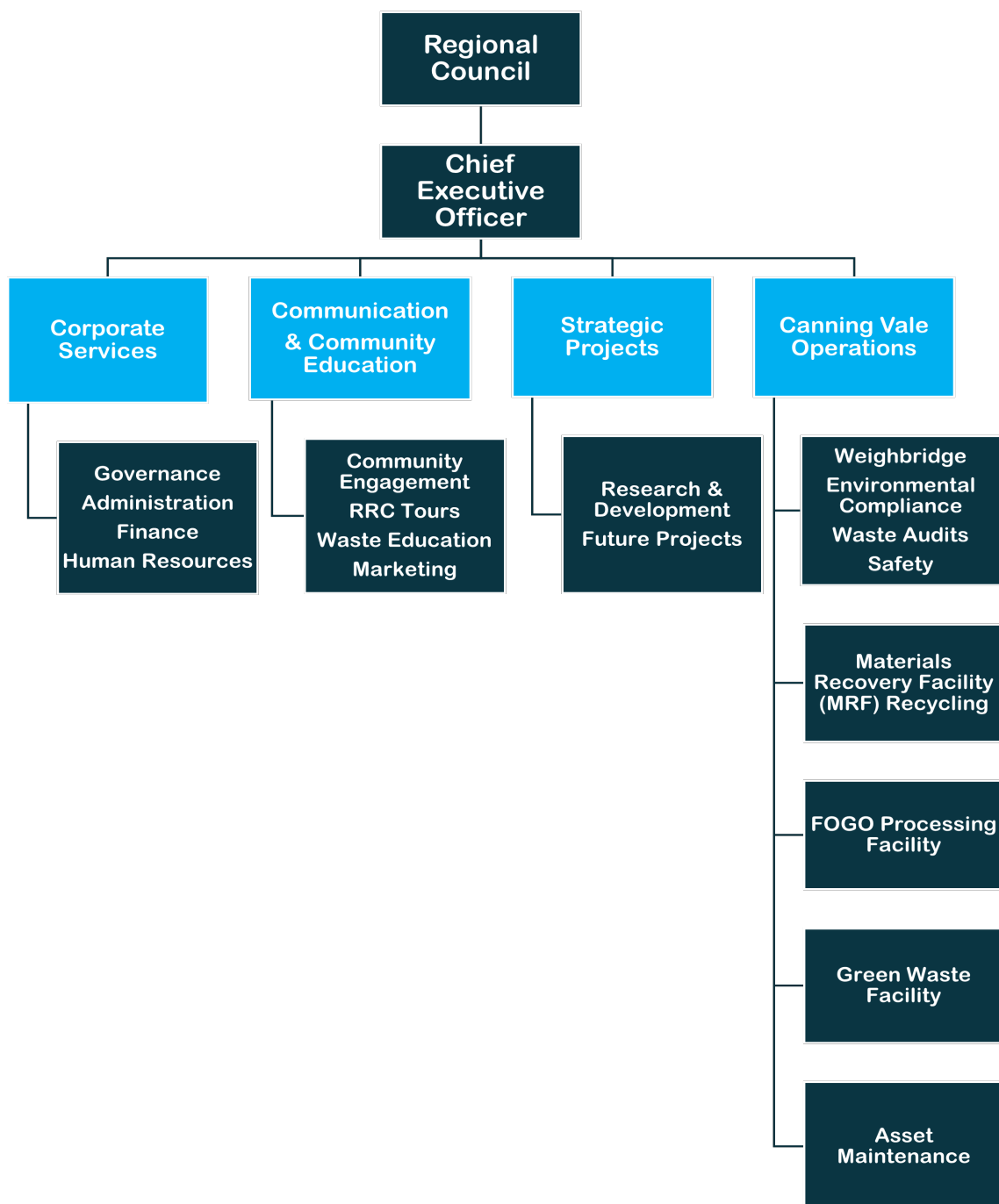
The Implementation Plan outlines the actions which the Regional Council will undertake over the next 5+ years to contribute to the achievement of relevant Waste Strategy targets and objectives.

It is where the priorities described in the summary (Part 1 - 7.0 Summary, Table 16) are translated into actions.





Organisation Structure



Employee STAR Values



Safety: We ensure that our priority is maintaining a safe work environment for all employees and for the community.

Together: We share our responsibility as one team and each individual has an important role as part of the team.

Attitude: Our attitude and commitment to the organisation's procedures are ethically, socially and environmentally sustainable.

Responsibility: We are responsible for our own performance and doing our best at all times.



Strategic Direction Progress

In early 2023 we undertook our annual Strategic Directions Review with member participants.

At the meeting an overview of the current waste situation in WA was presented noting that Resource Recovery Groups historical and projected material recovery rates have consistently performed well above state targets for 20 years.

It was also highlighted that recycling export bans continue to decrease commodity values and the success of the Containers for Change scheme has had a greater impact on incoming tonnes to the materials recycling facility than originally expected. Both of these circumstances impacting returns to member participants. It was also noted that the industry, along with many others, is facing increased insurance premiums over the coming year.

Additionally, the original loan will be paid out in 2023 and whilst this is acknowledged as a major milestone it will have some cost impacts to current members.

Resource Recovery Group continues to explore opportunities to support the growth of the organisation, as agreed in prior strategic reviews. As part of this a significant investment is required to refurbish and re-purpose unused assets in order to attract new business opportunities and further expand on the success of FOGO.

As such member participants observed that costs remain a key concern along with the funding for education to the Education and Communications Team and Recycle Right.

Members were asked to consider the current Key Focus Area and Projects, which underwent significant review last year following the re-branding of the organisation. A small change to Project 3.1 being the only recommendation to the current strategy.

Project 3.1	
Current	Proposed
Investigate the viability of new technologies for waste recovery.	Investigate the viability to improve technologies for waste recovery

Members agreed that diversifying is important, and the organisation should continue with its current growth strategy.

Members will work with Resource Recovery Group to further define the roles of RRG's education staff and the members own Waste Education staff and continue to explore opportunities to minimise costs.





CONTAINER BALER

Vision and Mission

Our Vision

**A circular economy with less waste
and lower carbon emissions**

Our Mission

We are leaders in maximising material recovery and minimising climate impacts by providing our communities with best practice resource recovery solutions with high recovery rates and ethical supply chains.

Objectives

At the Resource Recovery Group, we:



Recycle materials to their highest practical value.



Innovate and implement new approaches to recycling and resource recovery.



Educate by providing tools to recycle right, reduce waste and live more sustainably.

Key Focus Areas

Each of our three Objectives are underpinned by two Key Focus Areas that identify what we strive to achieve. Each of the Key Focus Areas are then supported by Projects that identify what we will do to achieve the objectives.

To determine if we have succeeded in delivery of our Objectives, we have identified Measures that we will report on each year.

1. Deliver practical solutions that maximise material recovery

3. Lead the change to new material recovery solutions to benefit our communities

2. Form viable partnerships to optimise business sustainability

5. Be a leader in facilitating social change to increase material recovery and reduce climate impacts through education

4. Deliver solutions that are environmentally sustainable and add value to recovered products

6. Influence best practice environmental outcomes through stakeholder advocacy

Projects

Each Key focus area is supported by Project/s that ensure we deliver our stakeholder aspirations.

Key Focus Area 1	
Deliver practical solutions that maximise material recovery	
Projects	
1.1	Optimise operations in recovery and re-use to add value
1.2	Re-purpose facilities for re-processing plastics
1.3	Re-purpose facilities for FOGO
1.4	Re-purpose facilities for a residual waste transfer station

Key Focus Area 2	
Form viable partnerships to optimise business sustainability	
Projects	
2.1	Pursue opportunities to partner with other organisations

Key Focus Area 3	
Lead the change to new material recovery solutions to benefit our communities	
Projects	
3.1	Investigate the viability to improve technologies for waste recovery
3.2	Be recognised as an industry leader in championing progressive solutions to material recovery
3.3	Lead trial projects to reuse recycled materials

Key Focus Area 4	
Deliver solutions that are environmentally sustainable and add value to recovered products	
Projects	
4.1	Identify and deliver process improvements

Projects (continued)

Key Focus Area 5

Be a leader in facilitating social change to increase material recovery and reduce climate impacts through education.

Projects

5.1	Promote the Recycle Right Program amongst participants and other local governments as community education plan actions
5.2	Partner with member councils and complementary organisations to promote behaviour change towards waste recovery and reuse <ul style="list-style-type: none"> a. Promote the benefits of source separation for 3 bin systems b. Kerbside Audits c. Bin Tagging Program d. Rollout FOGO to MUDs e. Rollout FOGO to mixed use and commercial

Key Focus Area 6

Influence best practice environmental outcomes through stakeholder advocacy

Projects

6.1	Proactively lead and influence best practice outcomes in Federal, State and Local Government forums to support the development of regional and metropolitan waste management policies and legislation
6.2	Advocate for enhanced packaging design controls and extended producer responsibility
6.3	Advocate for legislation that limits the disposal of unprocessed Municipal Solid Waste (MSW)



Measures

Each year we will report on our achievement of our Objectives by using the following Measures.

Objective	Performance Indicator	How will it be measured	2023/24	2024/25	2025/26	2026/27
Recycle	Material recovered that is processed at our Canning Vale Facilities	Percentage of waste diverted = (1 - total residuals/total waste processed x 100%)	85%	85%	85%	85%
	Contamination is reduced in the three waste streams collected	Lime Bin FOGO <2% contamination (waste audits)	<2%	<2%	<2%	<2%
		Yellow Bin Recycling (waste audits)	8%	<6%	<5%	<5%
		Red Bin Residuals (waste Audits)	<40%	<30%	<25%	<25%
	Key stakeholders are satisfied with our performance	Stakeholder survey	80%	80%	80%	80%
	Plant availability	Percentage of member tonnes accepted at Canning Vale	95%	95%	95%	95%
	Current Ratio	Current assets over current liabilities	=>1.10	=>1.10	=>1.10	=>1.10
Innovate	Number of lost time incidents (LTIFT)	Number of lost time injuries	0	0	0	0
	We are acknowledged as a leader in waste management and resource recovery	Community survey	>80%	>80%	>80%	>80%

Measures (continued)

Objective	Performance Indicator	How will it be measured	2023/24	2024/25	2025/26	2026/27
Educate	Community awareness of the Recycle Right brand	Community survey	>50%	>50%	>50%	65%
	Number of community contacts	Number of persons receiving waste education from RRG, e.g. tour visitors, community and school education, awareness programs run by RRG	>5,000	>5,000	>5,000	>5,000
	RecycleRight Website	Number of hits on the Recycle Right website	>60,000	>60,000	>60,000	>60,000

