



**Resource  
Recovery  
Group**

Recycle. Innovate. Educate.

# Strategic Community Plan 2022 – 2032



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Recovery  
Group**

Recycle. Innovate. Educate.

**350**  
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SITE  
CONTACT  
NUMBER  
0406 536 665

**Canning Vale Centre**

Adopted by Council Date: 25 Aug 2022

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A full-page photograph of Doug Thompson, the Chairman, standing outdoors. He is a middle-aged man with a grey beard and balding head, wearing a light-colored blazer over a dark red button-down shirt and dark trousers. He is leaning against a stone wall with a green bush in the background. The image is partially overlaid with a white circular graphic in the top left corner.

# Message from the Chairman

Our Strategic Community Plan was last amended in 2016, since that time both the industry and our organisation have undergone significant changes. This new plan presents a significantly updated Vision and Mission that aligns with current community attitudes that view climate change as a significant issue and a circular economy as one important way of addressing this.

As such we need to provide not only effective waste management strategies that deliver cost effective solutions to our stakeholders but also lead the way in discovering new and emerging technologies as the industry continues to evolve.

Community education plays a fundamental role in achieving our vision and our Recycle Right program continues to reach a growing audience.

We continue to build on our relationships with the Waste Authority, DWER and other organisations, advocating for social change towards materials recovery and influencing best practice environmental outcomes in the waste industry.

**Doug Thompson**  
Chairman

# Message from the Chief Executive Officer

Our new Strategic Community Plan represents an exciting new Vision and Mission that champions a circular economy and emphasises our ability to positively impact the environment and minimise climate impact.

In developing this Plan, we have engaged with our stakeholders who have provided us with a clear direction for the future.

Our strategy strengthens our approach to resource recovery ensuring that we achieve high recovery rates but do this by working only with ethical supply chains.

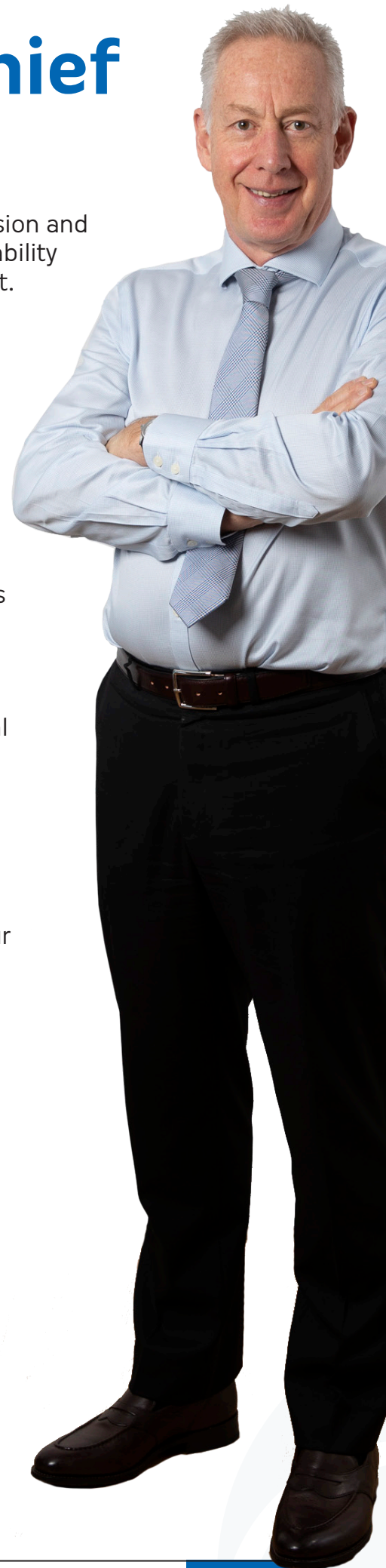
We remain committed to implementing new and innovative approaches to recycling and resource recovery. Government bans mean that much of our product will no longer be sent overseas and we remain committed to working with local markets that maximise the reuse of these products.

Over recent years we have successfully transitioned from waste composting to a FOGO system that meets the state governments target of a three-bin kerbside collection being provided by all local governments by 2025.

The WA Waste Strategy, Waste Avoidance and Resource Recovery Strategy 2030, is a key driver of our strategic direction.

This Plan identifies three core Objectives which are underpinned by six new Key Focus Areas. These key focus areas will be turned into specific projects that will deliver meaningful outcomes for our stakeholders and communities.

**Tim Youé**  
Chief Executive Officer



# What is the Strategic Community Plan?

The Strategic Community Plan sets out our vision, aspirations for the future and key strategies we will need to focus on to achieve our aspirations.

Our vision informs the way we do business as well as the expectations and views of our communities. It helps us to set realistic and achievable goals, as well as encourage us to do more, and improve the value of the services and facilities we provide.

Our Strategic Community Plan is a living document. It is one of the main ways you can influence what we do, and how we go about doing it.

Every two years we will do a desk-top review of the plan, every four years we will undertake a full review of the plan. This year we have undertaken a full review following the 2022 annual Strategic Directions Review.

At our 2022 Strategic Directions Review it was agreed to review and significantly update our Vision, Mission, Objectives and Key Focus Areas to reflect the current aims and successful re-branding of the organisation. This was approved by Council in May 2022, and our new Vision, Mission, Objectives and Key Focus Areas underpin the 2022 Strategic Community Plan.

We continue to develop innovative approaches to resource recovery and partner with like-minded organisations in order to provide contemporary waste management solutions.



# How this plan was developed

In developing the 2022–2032 Strategic Community Plan we considered the views of our Stakeholders which were gathered during the 2022 Strategic Directions Review. We sought additional feedback through the Regional Executive Group, Member Councils Chief Executive Officers, Regional Councillors and our Senior Management Team.

The 2022 Strategic Directions Review established that there is no longer an appetite to increase the number of member councils but rather to source commercial contracts that will benefit the members, making the organisation more commercially viable and not solely reliant on member contributions.

Members were keen to see climate and environmental impacts a key focus of the organisation and the need for continued advocacy and education in the industry.

We have also considered community perceptions and stakeholder surveys and the Western Australian Waste Avoidance and Resource Recovery Strategy 2030 (Waste Strategy).

A desktop review of this current plan will be undertaken in 2024 and a full review in 2026.

# How we will use this plan

This Plan shares our vision and aspirations for the future. It outlines how we, as an organisation, will work towards more innovative and sustainable waste management solutions that help drive a circular economy and positively impact climate change. The plan will assist us to:

- Guide Regional Council decision making and priority setting.
- Inform decision making at other partners and agencies, including the State Government, our member councils, WALGA and the Municipal Waste Advisory Council.
- Provide a clear avenue to pursue funding and grant opportunities by demonstrating how projects align with the aspirations of our member councils, the Waste Authority of WA and within the strategic direction outlined by this Plan.
- Inform future partners of our key priorities and the ways in which we seek to grow and develop.
- Engage local businesses, community groups, education providers, that will contribute to the future of our communities.
- Provide a framework for monitoring progress against our vision and aspirations.





## Terminology used in this document

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

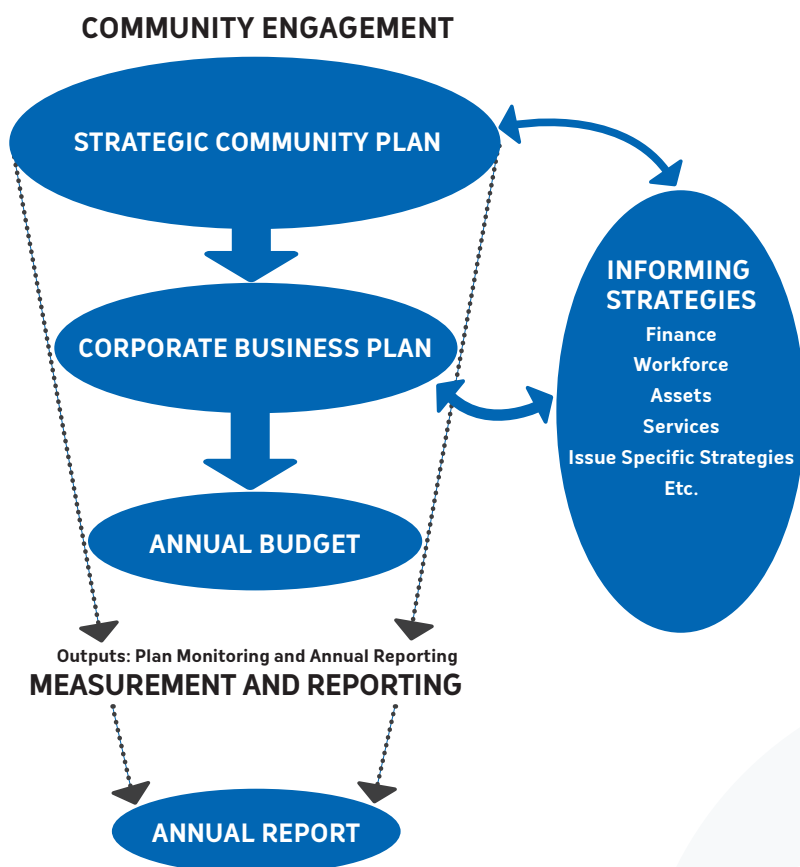
The Corporate Business Plan will drive the operation of the Resource Recovery Group over the short to medium term (four-year period). It will be reviewed annually and modified as required. The Corporate Business Plan ensures that the Resource Recovery Group has the resources it needs to achieve its strategic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



# Our story

## How we came to be

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 an individual approach for alternative waste management solutions would be too expensive for a single council, and environmentally unsustainable. A solution was required for the thousands of tonnes of waste that were being sent direct to landfill each year with little consideration 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).

The member local governments jointly established the SMRC 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.

The Regional Resource Recovery Centre (RRRC) is an integrated waste precinct in Canning Vale. In addition to the two projects, we support activities such as administration, education and research.

Over the period the following local governments for a variety of reasons have withdrawn from the regional group: 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.

Our external customer base has continued to expand and our business to diversify, to reflect this in 2021 the organisation re-branded itself and is now known as Resource Recovery Group.



## What we do

We operate a Regional Resource Recovery Centre at Canning Vale where we process the waste for over 145,000 people in our communities across East Fremantle, Fremantle and Melville along with other external customers.

- Organic waste (household food waste and small garden waste) is collected using the green top bins, processed and turned into compost at the Fogo Processing Facility.
- Paper, plastics, cardboard and metals are collected from households using the yellow top bins, are sorted and recovered in the Materials Recovery Facility, and then sold to recycling processing markets; and
- Green waste is collected from the kerbside of households and turned into mulch at the Green Waste Facility.

Our Resource Recovery Centre was the first of its kind in Western Australia, and remains a model for other local, regional, and state governments seeking sustainable solutions for waste.

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.



## Our achievements

### Unique waste precinct

The official Opening of the Regional Resource Recovery Centre (RRRC) Stage 1 took place in November 2001 by the Hon Dr Judy Edwards MLA Minister for Environment & Heritage. Stage 1 consisted of the Materials Recovery Facility, Green Waste Processing Facility, and Education Centre.

The official Opening of the final stage (In-vessel Composting Facility) took place in March 2003, by the Hon Tom Stephens, Minister for Local Government & Regional Development. Resulting in the RRRC being the second largest three waste stream processing operation in the Southern Hemisphere.

In 2009/10, the SMRC gained accreditation from the International Organisation for Standards (ISO14001:2004 standard) for the RRRC's environmental management systems.

The official Opening of the Materials Recovery Facility took place in August 2012, by Mr Marcus Geisler, Chair Waste Authority of WA. An additional 100,000 tonnes pa of recycling capacity was made available to West Australian residents and businesses.

We are continually redesigning and improving technology and processes achieving world's best practice.

### We have been recognised for our achievements

- The RRRC project was first in the category of 'Resource Management' in the 2002 WA Environmental Awards.
- The RRRC project received High commendation in the 'sustainable environment' 2002 Premiers Awards for Excellence in Public Sector Management.
- First in category for the 2018 State Government Infinity Award for Avoid Recover Protect.
- Our composting facility was the first and only Local Government project to become an approved Greenhouse Friendly Abatement project and was the recipient of the 2007 Commonwealth Greenhouse Challenge Plus Award for "Outstanding achievement in greenhouse gas abatement" in the Government and Essential services category.
- In 2014/15, the SMRC holds accreditation in ISO 14001 Environmental systems, ISO 9000 quality and AS/NZ 4800 Occupational Health and Safety system and received two industry awards: a Gold Diligence in Safety Award from the Local Government Insurance Services (LGIS) and a Gold Certificate of Achievement from Worksafe WA.
- In 2020 we were Winners of the Waste Management Award category of the 2020 WA Waste Authority Infinity Awards.
- In 2021 we were winners of the WA Waste Award presented by the Hon. Minister for Environment, Amber-Jade Sanderson MLA for outstanding commitment to community waste reduction, reuse and recycling over 20 years.
- In 2022 we were crowned winners of the Local Government WasteSorted Award for GREAT games educational material, presented by the Hon. Minister for Environment; Climate Action Reece Whitby MLA.



# Proposed changes to our Establishment Agreement

The Establishment Agreement approved in 1998 provides for the regional purpose and to undertake a range of projects and services on behalf of participant local governments to share resources in best practice waste management resource recovery and environmental solutions.

Our governance structure will change for each participant local government to appoint two elected members to be members of the regional council.

The Establishment Agreement review is one of our strategic actions and amendments under the act are approved by the Minister for Local Government.

Our Participant Local Governments are:

- City of Melville
- City of Fremantle
- Town of East Fremantle



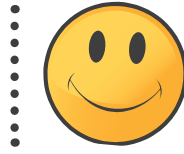
# Key stakeholders

## Stakeholder survey

A Stakeholder Survey was undertaken June 2021.



**84%**  
agreed RRG is  
achieving its vision

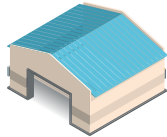


**94%**  
are satisfied  
with RRG



**84%**  
support RRG's  
strategic direction

**100%**



are satisfied with Regional  
Resource Recovery Centre  
in Canning Vale

Respondents would like RRG to build strong stakeholder relations, including Federal and State MPs firmly establish RRG's role and value in WA's overall waste management strategy.

*Results were provided by Catalyse following an email survey. This consisted of 19 responses.*

## Community survey

A Community Survey was undertaken April-May 2021.



**55%**  
agreed RRG is a  
leader in waste  
management  
and recovery



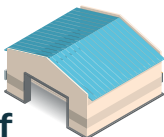
Resource  
Recovery  
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**42%** are aware  
of the SMRC, but only  
**24%** were aware of  
RRG following the  
name change

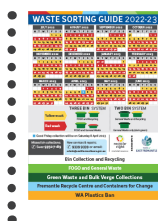
**42%**  
had heard  
of Recycle  
Right



**48%**



had heard of  
Regional Resource  
Recovery Centre in  
Canning Vale



**62%** indicated a printed  
Waste & Recycling Calendar  
with a fridge magnet  
was the most preferred  
communication channel



**89%**  
of people felt  
it is important  
to increase  
recycling

Key initiatives that have arisen from this survey to address are:

- raise awareness and usage of Recycle Right, especially the website and app.
- increase awareness of RRG's purpose and achievements.
- develop targeted messages to encourage sustainable waste behaviours.
- target messages for younger adults.
- engage in multi-lingual programs.

*Results were provided by Catalyse following email surveys. This consisted of residents across the City of Melville (n=447 respondents), City of Fremantle (n=197) and Town of East Fremantle (n=127). 350 were randomly selected, and a further 421 opted in through supported promotions.*

# 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.

**1. Deliver practical solutions that maximise material recovery**

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

**2. Form viable partnerships to optimise business sustainability**

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

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

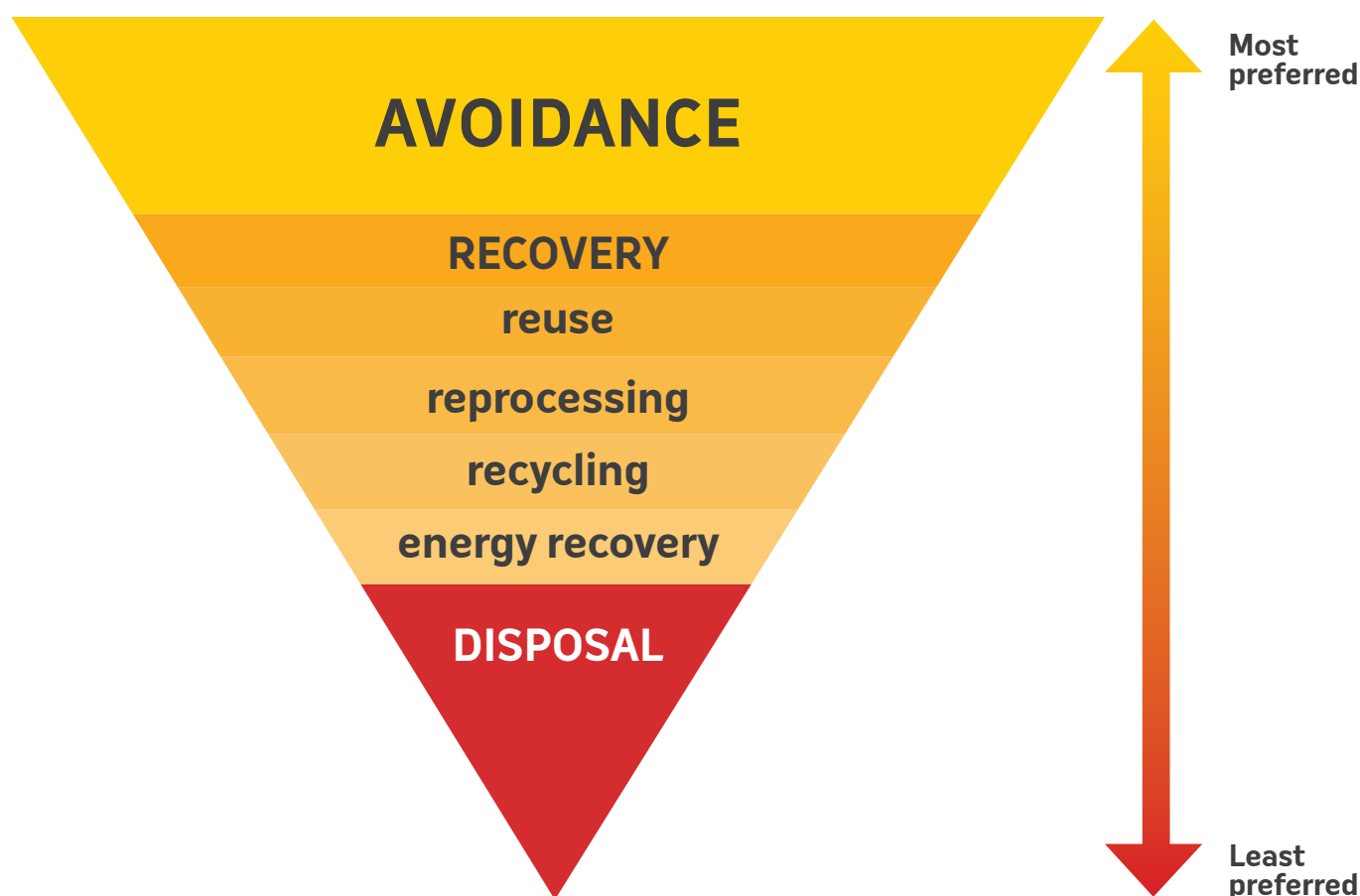
**5. Influence best practice environmental outcomes through stakeholder advocacy**

# The Waste Hierarchy

The Waste Avoidance and Resource Recovery Strategy 2030 applies the waste hierarchy which is a widely accepted decision-making tool which is set out in the *Waste Avoidance and Resource Recovery Act 2007*.

The waste hierarchy ranks waste management options in order of their general environmental desirability, from avoidance as the most preferred option, through various resource recovery options to the least preferred option of disposal.

The Waste Hierarchy below shows we should approach waste in multiple dimensions, rather than seek to minimise waste before we simply dispose of it. Activities at the top of the hierarchy, depicted below, are more sustainable and provide better outcomes for our communities and our environment.



# Residual waste options

Disposal is the least preferred option of the Waste Hierarchy. Current landfill sites in the Perth metropolitan area have a limited lifespan and new landfill sites are no longer being developed.

Waste to Energy is preferred above landfill as a disposal treatment, it is the process of creating energy in the form of electricity or heat from the incineration of waste.

The Waste Authority considers best practice Waste to Energy processes to be preferable to landfill for the management of residual waste but not at the expense of reasonable efforts to avoid waste or recover more value and resources from waste.

As presented in the waste hierarchy, it is preferable that the processing materials that are unable to be reused, reprocessed or recycled be diverted to Waste to Energy rather than landfill.

The Resource Recovery Group has entered into agreement with Avertas to divert residual waste that cannot be processed in another way to Waste to Energy. This plant is currently under construction in Kwinana and is anticipated to be operational in 2024.



Avertas Energy's 'Waste-to-Energy' project currently under construction in Kwinana

# Our business now

The Resource Recovery Group receives and processes waste at our Canning Vale Centre. We maximise the amount of waste recycled through our facilities.

- **Materials Recovery Facility**

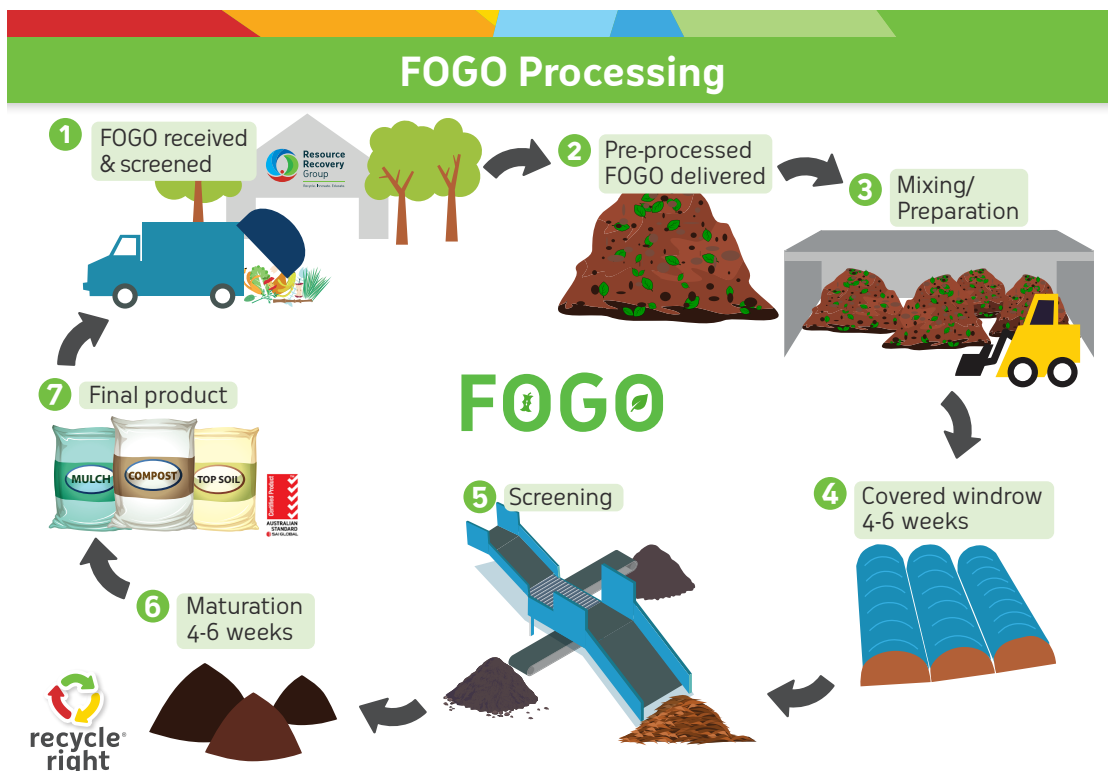
The Materials Recovery Facility (MRF) uses state-of-the-art systems and equipment to recover recyclables from the yellow-topped bin.

Plastic bottles and containers, glass, paper, cardboard, aluminium and steel products are separated and baled at the MRF.



- **Food Organics and Garden Organics (FOGO) Facility**

The FOGO Processing Facility (FPF) currently processes over 25,000 tonnes of Food Organics and Garden Organics (FOGO) material per annum, which is then converted into compost.



- **Green Waste Facility**

The Green Waste Facility (GWF) creates mulch from clean green waste gathered by council verge collections, residents and commercial operators.

The shredder at the facility can process over 30,000 tonnes of green waste per year. 100% of Green Waste is recovered with no residual waste going to landfill.



In 2020/21 Our Resource Recovery Centre achieved a **total recovery diversion from landfill of 85.2%**

The **number of tonnes** of the region's waste processed at each of the RRRC's facilities during 2020/21:



**Materials  
Recovery**

**78,232**

**82.9% recovered**



**Green  
Waste**

**8,505**

**100% recovered**



**Waste  
Composting**

**26,818**

**87% recovered**

Excludes all RED bin General Waste

Includes all waste received and processed at RRRC including non-member Councils and commercials etc

- **Waste Audit Facility**

The Waste Audit Facility undertakes audits in the regions waste and recycling stream or material product. The Waste Audit Facility is able to monitor residential behaviour, satisfy compliance requirements and identify opportunities for increasing diversion from landfill and enabling local governments or service providers to report on the performance of a chosen waste, recycling or material stream.



## Education

- **Tours**

The Resource Recovery Group Education Centre is an important educational resource for surrounding schools, regional community and other visitors. It features a number of interactive models and learning experiences.

The Resource Recovery Group provide free tours of the Canning Vale Centre which are designed to educate visitors about the recycling process and allow safe and exciting views from observation decks into various facilities.



- **Recycle Right**

The Recycle Right education campaign encourages and assists residents and businesses to recycle, reduce their rubbish and buy more recycled products. It provides a variety of resources including the Recycle Right App.

Recycle Right also founded a volunteer group, the Recycle Right Rangers (also previously known as the WREN and CAG), who have been helping to provide education and advice since 2009.



- **Bin Tagging Program**

The bin tagging program is undertaken in selected households across the region to help educate residents to “recycle right”.

The program is part of the rollout of the new 3-bin FOGO system that was implemented during 2019.

The Resource Recovery Group undertakes the education program on behalf of our three member Councils, with funding support through the Waste Avoidance and Resource Recovery Account, administered by the Waste Authority.

The program aims to educate residents about how to correctly use their kerbside bins and provide individual feedback to improve their efforts at home.

