

**RESOURCE RECOVERY GROUP
AGENDA PAPERS
ORDINARY MEETING OF COUNCIL**

**THURSDAY 25 MAY 2023
4.00pm**

**RESOURCE RECOVERY GROUP
9 Aldous Place BOORAGOON**

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*

On behalf of our Participant Local Governments



Resource Recovery Group formerly Southern Metropolitan Regional Council

Dear Members




The next Ordinary Meeting of the Resource Recovery Group Council will be held at 9 Aldous Place Booragoon commencing at 4.00pm on Thursday 25 May 2023.

A video link is available on the website for members of the public and Officers who would prefer to attend remotely.

**Tim Youé
CHIEF EXECUTIVE OFFICER**

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VISION	<h2 style="text-align: center;">A circular economy with less waste and lower carbon emissions</h2>		
MISSION	<p>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.</p>		
OBJECTIVES	<div style="text-align: center;">  <p>Recycle materials to their highest practical value</p> </div>	<div style="text-align: center;">  <p>Innovate and implement new approaches to recycling and resource recovery</p> </div>	<div style="text-align: center;">  <p>Educate by providing tools to recycle right, reduce waste and live more sustainably</p> </div>
KEY FOCUS AREAS	<ol style="list-style-type: none"> 1. Deliver practical solutions that maximise material recovery 2. Form viable partnerships to optimise business sustainability 	<ol style="list-style-type: none"> 3. Lead the change to new material recovery solutions to benefit our communities 4. Deliver solutions that are environmentally sustainable & add value to recovered products 	<ol style="list-style-type: none"> 5. Be a leader in facilitating social change to increase material recovery and reduce climate impacts through education 6. Influence best practice environmental outcomes through stakeholder advocacy
PROJECTS	<ol style="list-style-type: none"> 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 2.1 Pursue opportunities to partner with other organisations 	<ol style="list-style-type: none"> 3.1 Investigate the viability of new technologies for waste recovery 3.2 Be recognised as an industry leader in championing progressive solutions to materials recovery 3.3. Lead trial projects to reuse recycled materials 4.1 Identify and deliver process improvements 	<ol style="list-style-type: none"> 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 <ol 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 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 MSW.

REPORT NO	11.1
SUBJECT	STRATEGIC DIRECTIONS REVIEW 2023
AUTHOR	A Johnson, Manager Governance & Culture
RESPONSIBLE OFFICER	Tim Youé, Chief Executive Officer
EMPLOYEE INTEREST	Nil
DATE OF REPORT	1 May 2023
FILE REFERENCE	FD: Corporate/Strategic Planning
ATTACHMENTS	<ol style="list-style-type: none"> 1. Draft Corporate Business Plan 2023-2027 2. Summary of Strategic Review Workshop 2023

CEO RECOMMENDATION/S:

THE RESOURCE RECOVERY GROUP CORPORATE BUSINESS PLAN 2023-2027 BE ADOPTED.

VOTING REQUIREMENT

Absolute Majority

PURPOSE OF REPORT

To review and adopt the Corporate Business Plan with the agreed actions from the Strategic Directions Workshop held on 7 March 2023.

NATURE OF COUNCIL'S ROLE IN THE MATTER:

Advocative

Not applicable

Executive

- The role of the Council is responsible for the performance of the local government's functions. (Local Government Act 1995 s2.7 (1)(b))
- To ensure that plans under Local Government S5.56 are in accordance with any regulations made about planning for the future of the district.

Legislative

- The Local Government Act 1995 s5.56 Planning for the future.
- Local Government (Administration) Regulations 1996 Reg 19C Strategic community plans under s5.56 Act.
- Local Government (Administration) Regulations 1996 Reg 19DA Corporate business plans under s5.56 Act.

IMPLICATIONS TO CONSIDER:

Consultative:

Participant local governments.

Strategic relevance:

Corporate Governance

Policy related:

Nil

Financial:

The 2022-23 Budget has provision for Strategic Planning reviews. Plans have been prepared in-house.

Legal and statutory:

Establishment Agreement – Regional Purpose

Risk related:

Risk No	Risk Description	Potential Consequences	Controls Are Currently In Place,	Overall Risk Rating
A03	Non-Compliance (Corporate)	Infringement by relevant authority	<ul style="list-style-type: none"> • CEO Review of Statutory legislation & Compliance Report 2018 • code of conduct Compliance Calendar/Register State Govt Legislative updates Annual Compliance Audit Return 	Low 6

BACKGROUND:

Local governments are required under section 5.56 of the Local Government Act 1995 to prepare plans for the future. A local government is to ensure that the Strategic Community Plan Is reviewed at least once every 4 years and the Corporate Business Plan every year.

The successful re-branding of the organisation from Southern Metropolitan Regional Council to Resource Recovery Group in 2021 facilitated a need to consider and review the Vision, Strategy and Objectives to ensure they were reflective of the future direction of the organisation.

The 2021 Strategic review clarified that the members preference was for the organisation to become more financially viable and that there was no current appetite for winding up of the organisation.

At the time the core objectives were underpinned by the Strategic Waste Management plan 2016 and it was noted that many actions and strategies had changed since 2016. This further prompted the need to revisit the strategy and objectives of the organisation. In this time community attitudes and expectations have also changed.

Furthermore, the organisation had moved away from Waste Composting and successfully implemented FOGO processing. This provided an opportunity to consider new commercial partners and customers by utilising disused areas of the waste composting facility.

The organisation has experienced a number of councils withdraw since inception and it was agreed there was 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.

As a result, the Strategic Community Plan and Corporate Business Plans underwent full reviews in 2022 ensuring that objectives and strategies were reflect of:

- The Regional Purpose
- Need for a greater commercial focus/financial viability
- Climate and environmental impacts
- Advocacy and influence

REPORT:

The 2023 Resource Recovery Group Strategic Directions Workshop was held at the City of Melville on 7 March 2023 and attended by Regional Councillors, Regional Executive Officers and RRG Executive staff.

Mr Youé and Mr Wiggins presented the key highlights of the long-term financial plan and potential revenue opportunities.

The workshop was facilitated by Mrs Helen Hardcastle who asked the participants to re-affirm their previously agreed direction for the organisation and a number of alternatives were discussed.

Members were asked to review the current Key Focus Areas and Projects and highlight any proposed changes. It was recommended that Project 3.1 be reworded:

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

No other changes were proposed to the current strategy.

The agreed outcomes from the strategic direction workshop were:

- RRG should continue business as usual with a continued focus on growth.
- The current strategy be updated to reflect the change to 3.1 as above.
- Participant and RRG CEO's work together to explore any optional model of operating.
- Gain clarity of roles between RRG's education staff and Participants own waste education staff.

A summary of the workshop and the agreed outcomes was distributed to Regional Councillors, Regional Chief Executive Officers and Executive Officers on 13 March 2023.

The draft Corporate Business Plan 2023-2024 has been updated to reflect the above change to the strategy and is presented to Council for adoption. As the Strategic Community Plan was updated substantially last year there is no update to this plan for 2023.

REPORT NO	11.2
SUBJECT	STRATEGIC PLANS REVIEW 2023
AUTHOR	C Wiggins, Executive Manager Corporate Services
RESPONSIBLE OFFICER	Tim Youé, Chief Executive Officer
EMPLOYEE INTEREST	Nil
DATE OF REPORT	1 May 2023
FILE REFERENCE	FD: Corporate/Strategic Planning
ATTACHMENTS	<ol style="list-style-type: none"> 1. Draft Long Term Financial Plan 2022-2032 2. Draft Asset Management Plan 2022-2032 3. Draft Strategy for funding Overheads Report May 2023 (confidential)

CEO RECOMMENDATION/S:

THE RESOURCE RECOVERY GROUP LONG TERM FINANCIAL PLAN 2022-2032, ASSET MANAGEMENT PLAN 2022 -2032 AND STRATEGY FOR FUNDING OVERHEADS REPORT MAY 2023 BE ADOPTED.

VOTING REQUIREMENT

Absolute Majority s5.56 Planning for the Future.

PURPOSE OF REPORT

To review and adopt the following Future Plans as required under the integrated planning framework;

1. Long Term Financial Plan
2. Asset Management Plan

To review and adopt the Strategy for funding Overheads, forming part of the Financial Plan.

NATURE OF COUNCIL'S ROLE IN THE MATTER:

Advocative

Not applicable

Executive

- The role of the Council is responsible for the performance of the local government's functions. (Local Government Act 1995 s2.7 (1)(b))
- To ensure that plans under Local Government S5.56 are in accordance with any regulations made about planning for the future of the district.

Legislative

- The Local Government Act 1995 s5.56 Planning for the future.
- Local Government (Administration) Regulations 1996 Reg 19C Strategic community plans under s5.56 Act.
- Local Government (Administration) Regulations 1996 Reg 19DA Corporate business plans under s5.56 Act.

IMPLICATIONS TO CONSIDER:

Consultative:

Participant local governments.

Strategic relevance:

Corporate Governance

Policy related:

Nil

Financial:

The 2022-23 Budget has provision for Strategic Planning reviews. Plans have been prepared in-house.

Legal and statutory:

Establishment Agreement – Regional Purpose

Risk related:

Risk No	Risk Description	Potential Consequences	Controls Are Currently In Place,	Overall Risk Rating
A03	Non-Compliance (Corporate)	Infringement by relevant authority	<ul style="list-style-type: none"> CEO Review of Statutory legislation & Compliance Report 2018 code of conduct Compliance Calendar/Register State Govt Legislative updates Annual Compliance Audit Return 	Low 6

BACKGROUND:

Local governments are required under section 5.56 of the Local Government Act 1995 to prepare plans for the future. A local government is to ensure that the Strategic Community Plan Is reviewed at least once every 4 years and the Corporate Business Plan every year.

The Integrated Planning and Reporting Framework, requires Local Government including regional local government to prepare a Strategic Community Plan, Corporate Business Plan, Long Term Financial Plan, Asset Management Plan, and a Workforce Plan.

The Workforce Plan was reviewed and adopted 25 August 2022.

REPORT:

A Long Term Financial Plan is to provide a financial framework to facilitate the delivery of the objectives in the Community Strategic Plan and Business Corporate Plan linking the strategic direction to its financial planning in sustainable financial terms.

A Long Term Asset Management Plan is a key element to meeting current levels of service and the processes local governments use to manage each of their asset classes.

REPORT NO	11.3
SUBJECT	2023-2024 DRAFT ANNUAL BUDGET
REPORTING OFFICER	C Wiggins, Executive Manager Corporate Services
RESPONSIBLE OFFICER	Tim Youé, Chief Executive Officer
EMPLOYEE INTEREST	Nil
DATE OF REPORT	11 May 2022
FILE REFERENCE	FD: Corporate Finance/Budget/2023-2024/Annual Budget
ATTACHMENTS	1. 2023-24 Budget Parameters Report dated 11 May 2023

CEO RECOMMENDATION:

THE REGIONAL COUNCIL NOTES THE DRAFT 2023/24 BUDGET PARAMETERS AND A COPY OF THE REPORT BE PROVIDED TO PARTICIPANTS FOR COMMENT PRIOR TO ADOPTION IN JUNE 2023.

VOTING REQUIREMENT

Simple Majority

PURPOSE OF REPORT

For the Regional Council to consider the draft 2023/24 budget parameters required to prepare its annual budget.

STRATEGIC RELEVANCE

Key Focus Area	2	Business Sustainability
Objective	2.4	Our business is financially viable and sustainable

BACKGROUND

Project budgets are to be presented to participants in April each year pursuant to the Project Participants' Agreement. The Budgets are presented to the participants for comment. Any comments received are submitted to the regional council prior to its adoption of its annual budget.

REPORT

The following key assumptions are considered in the draft 23-24 Annual Budget;

- 3.5% - 5% increase applied to certain operating expenses, eg Service contracts linked to CPI annual adjustments and expected increases for goods and services.
- 3.5% salary and wages increase + 0.05% compulsory super contribution (10.5% to 11%).
- Participants' total annual contribution towards operating budget for existing undertakings as follows:
 - Administration and R&D - \$112,800 increase by \$4,800
 - Education - \$399,379 – increase by \$13,504.
- Estimates are based on contracted tonnages, including 19,500 tonnes pa from two new recycling customers.
- The parameters' does not allow for hypothetical additional tonnes that may be received during the year.
- Administrative overhead contribution reduced resulting from additional recycling tonnes down from \$55 to \$40 per tonne.
- Members' gate fees remain the same as 2022-23.
- \$4 million capital expenditure program carry over from 2022-23, mostly funded from reserves.
- Nil repayments for RRRC Project borrowings.
- Contribution from members of \$170K towards loan repayment (principal + interest) for Office Project.

Council resolved in November 2022 to hold a Special Meeting of Council on Thursday 22 June 2023 at 4pm for budget adoption.

REPORT NO	11.4
SUBJECT	CORPORATE POLICY REVIEW
AUTHOR	A Johnson, Manager Governance & Culture
RESPONSIBLE OFFICER	C Wiggins, Executive Manager Corporate Services
EMPLOYEE INTEREST	Nil
DATE OF REPORT	18 May 2023
FILE REFERENCE	FD: Corporate Governance/Policy/Corporate Policy
ATTACHMENTS	1# Public Question Time 1.13 2# CEO Recruitment, Performance & Termination 1.16 3# Leave Management 3.1 4# Social Media 4.12 5# Acting CEO 4.7 6# Cash Investment 2.3

CEO RECOMMENDATION/S:

1. **THE FOLLOWING POLICIES PRESENTED FOR REVIEW WITH AMENDMENTS BE ADOPTED:**
 - a. **PUBLIC QUESTION TIME 1.13**
 - b. **CEO RECRUITMENT, PERFORMANCE & TERMINATION 1.16**
 - c. **LEAVE MANAGEMENT 3.1**
 - d. **SOCIAL MEDIA 4.12**
 - e. **ACTING CEO 4.7**
 - f. **CASH INVESTMENT 2.3**

VOTING REQUIREMENT

Simple Majority

PURPOSE OF REPORT

The Regional Council to review policy documents that describe the overall intentions of the Regional Council in relation to corporate issues.

NATURE OF COUNCIL'S ROLE IN THE MATTER:

Advocative

Not applicable

Executive

The role of the Council is to determine the local government's policies (Local Government Act 1995 s2.7 (2)(b))

Legislative

The Local Government Act 1995 s2.7 (2)(b)
The Local Government Act 1995 s5.51A, s5.57, s5.87A, s5.87B, s5.87C & 5.89A
LOCAL GOVERNMENT (ADMINISTRATION) REGULATIONS 1996

IMPLICATIONS TO CONSIDER:

Consultative:
Not Applicable

Strategic relevance:
Compliance requirement

Policy related:
Policy No 4.1 Policy Development and Procedures

Financial:
Not applicable

Legal and statutory:
Not applicable

Risk related:

Risk No	Risk Description	Potential Consequences	Controls Are Currently In Place,	Overall Risk Rating
A03	Non-Compliance (Corporate)	1. Infringement by relevant authority	<ul style="list-style-type: none"> Compliance Calendar/Register State Government Legislative Updates Annual Compliance Audit Return 	Low 6

REPORT:

The Table below sets out the summary of policies that are due for review, and the proposed amendments where considered appropriate:

No.	Policy Title	Objective	Proposed Amendments
1.13	Public Question Time	Ensures that consistent and fair procedures are in place for managing public questions at Council Meetings	Updated to reflect change of name. Removed SMRC's standing orders and inserted "any applicable" to cater for upcoming changes to these as part of the LG reforms.
1.16	CEO Recruitment, Performance & Termination	Meets the requirement to adopt the model standards in relation to the CEO Recruitment, Performance & Termination as per the LG Act.	Updated to reflect the change of name.
3.1	Leave Management	Provides guidelines for ensuring employees receive and utilise their annual and long service leave entitlements. Ensures that both are used in a timely manner to prevent costly accruals to the organisation.	Updated to reflect change of name. Incorporates change from Federal IR system to State IR system and reduction in ability for employees to cash out annual leave.
4.12	Social Media	Sets clearly defined guidelines in relation to the use of Social Media.	Updated to reflect change of name. Social media platforms updated to reflect WA State Government recommendation to no longer use Tik Tok.

No.	Policy Title	Objective	Proposed Amendments
4.7	Acting CEO	Designate internal staff who can act in the role of CEO during periods of absence for no greater than 6 weeks in accordance with the local government act.	Updated to reflect changes in senior staff within the organisation.
2.3	Cash Investment Policy	Invest surplus funds in approved investment classes, endeavour to maximise return on funds and ensure cash flow requirements are met.	Review of portfolio limits. Responsibilities updated to reflect changes in senior staff within the organisation.

REPORT NO	11.5
SUBJECT	CHIEF EXECUTIVE OFFICER APPROVAL TO ATTEND RWM EXPO
AUTHOR	Tim Youé, Chief Executive Officer
RESPONSIBLE OFFICER	Tim Youé, Chief Executive Officer
EMPLOYEE INTEREST	Expo Attendance
DATE OF REPORT	3 May 2023
FILE REFERENCE	
ATTACHMENTS	1# Conference and Industry Events Policy 1.5

CEO RECOMMENDATION/S:

THAT THE COUNCIL APPROVE THE CEO TO ATTEND THE RWM EXPO 13-14 SEPTEMBER 2023 IN BIRMINGHAM, ENGLAND.

VOTING REQUIREMENT

Simple Majority

PURPOSE OF REPORT

For the Council to consider approving the CEO to attend the RWM Expo 13-14 September 2023 in Birmingham, England.

NATURE OF COUNCIL’S ROLE IN THE MATTER:

Advocative

Not applicable

Executive

The role of the Council is to prepare and adopt a policy that deals with matters relating to the attendance of council members and the CEO at events s5.90A *Local Government Act 1995*.

Legislative

Local Government Act 1995 s5.90A.

IMPLICATIONS TO CONSIDER:

Consultative:

Not Applicable

Strategic relevance:

Objective:

Key Focus Area:

Recycle materials to their highest practical value.

1. Deliver practical solutions that maximise material recovery.

Objective: Innovate and implement new approaches to recycling and resource recovery.
Key Focus Area: 3. Lead the change to new material recovery solutions to benefit our communities.
Project: 3.1 Investigate the viability of new technologies for waste recovery.

Policy related:
 Policy No 1.5 Conference and Industry Events.

Financial:

A travel and Conference Reserve fund of \$50,000 is held and approved by Council. Total cost including economy air fares and accommodation are estimated to be \$5,000.

Legal and statutory:
 Nil

Risk related:

Risk No	Risk Description	Potential Consequences	Controls Are Currently In Place,	Overall Risk Rating
ES03	Research not aligned with strategic goals	1. Research is not aligned with strategic plan resulting in redundant solutions or misdirection of technology and effort	1- Keeping abreast of current & future technology & trends 2- Strategic Waste Management Plan 3- Corporate Business Plan	6
ES05	Poor project evaluation/Project failure	1. Selection of unproven or unviable technologies, contractors and technology providers. 2. Unable to provide services. 3. Unable to achieve product quality and processing efficiencies	1- Engineering review team meetings 2- Keeping abreast of current & future technology & trends 3- Strategic Plan 4- Senior Management meetings	8

REPORT:

Organised in partnership with leading organisations, including the Chartered Institute of Wastes Management, Environmental Services Association and www.letsrecycle.com, over the course of the two days RWM is the UK's leading event for waste, resource and sustainability professionals.

The 2023 Programme is still in development but in 2022 was attended by 9,000 visitors, 372 Exhibitors and 181 Speakers and will provide valuable insights into progressive and innovative resource recovery approaches.

Attendance of the CEO at the event requires approval of the Council as per Policy no. 1.5 *Conference and Industry Events Attendance*.

In accordance with the above policy, the CEO will prepare and report on the expo at the next ordinary meeting of Council following the expo.

REPORT NO	11.6
SUBJECT	FINANCIAL REPORTS
REPORTING OFFICER	T Tafua, Manager Corporate Services
RESPONSIBLE OFFICER	C Wiggins, Executive Manager Corporate Services
EMPLOYEE INTEREST	Nil
DATE OF REPORT	12 May 2023
FILE REFERENCE	FD: Corporate Finance\ Monthly Financial Reporting\ 2022/2023
ATTACHMENTS	#1 Statement of Financial Activity – 30 April 2023 #2 Statement of Financial Activity – 31 March 2023 #3 Statement of Financial Activity – 28 February 2023

CEO RECOMMENDATION/S:

1. **THE STATEMENT OF FINANCIAL ACTIVITY BY NATURE AND TYPE OF THE RESOURCE RECOVERY GROUP FOR THE PERIOD ENDED 30 APRIL 2023 BE RECEIVED.**
2. **THE STATEMENT OF FINANCIAL ACTIVITY BY NATURE AND TYPE OF THE RESOURCE RECOVERY GROUP FOR THE PERIOD ENDED 31 MARCH 2023 BE RECEIVED.**
3. **THE STATEMENT OF FINANCIAL ACTIVITY BY NATURE AND TYPE OF THE RESOURCE RECOVERY GROUP FOR THE PERIOD ENDED 28 FEBRUARY 2023 BE RECEIVED.**

VOTING REQUIREMENT

Simple Majority

PURPOSE OF REPORT

1. To receive the financial statements for the following periods:
 - 1.1 Financial Statements for the period ended 30 April 2023
 - 1.2 Financial Statements for the period ended 31 March 2023
 - 1.3 Financial Statements for the period ended 28 February 2023

NATURE OF COUNCIL'S ROLE IN THE MATTER:

Advocative

Not applicable

Executive

The role of the Council is to have oversight over its financial affairs and receive the regional local government's monthly financial reports.

Legislative

- Regulation 34 of the Local Government (Financial Management) Regulations requires local governments to prepare each month a statement of financial activity reporting on the sources and applications of funds, as set out in the annual budget under reg 22(1)(d).
- Regulation 34(5) of the Local Government (Financial Management). The Council resolved at its meeting on 25 August 2022 to adopt an amount of \$20,000 as a value used to report any material variances between budget and actual line items in the monthly Statements of Financial Activity.
- Regulation 34(4)(a) of the Local Government (Financial Management). The financial statements are to be presented at an ordinary meeting of the council within 2 months after the end of the month to which the statement relates.

The financial statements are to be reported to Council as follows:

Periods Ended	Due for presentation within 2 months	Next Scheduled Ordinary Meeting
28 February 2023	30 April 2023	25 May 2023
31 March 2023	30 May 2023	25 May 2023
30 April 2023	30 June 2023	25 May 2023
31 May 2023	30 July 2023	24 August 2023

IMPLICATIONS TO CONSIDER:

Consultative:

Not applicable

Strategic relevance:

Not applicable

Policy related:

Policy No 2.1 Accounting Policies (Council approved 13/12/2021)

Value to be used when reporting material variances in financial reports

In accordance with regulation 34(5) of the Local Government (Financial Management) Regulations (no2) 2005, each financial year, a local government is to adopt a percentage or value, calculated in accordance with Australian Accounting Standards (AAS) to be used in statements of financial activity for reporting material variances.

Council resolved on 25 August 2022 that an amount of \$20,000 be the value used to report any variances between budget and actual line items in the monthly financial statements.

Financial:

Refer to report

Legal and statutory:

Not applicable

Risk related:

Risk No	Risk Description	Potential Consequences	Controls Are Currently In Place,	Overall Risk Rating
A03	Non-Compliance (Corporate)	Infringement by relevant authority	3- Compliance with legislation, 2- State Govt Legislative updates, 3- Annual Compliance Audit Return,	Low 6

REPORT

1. Financial Statements for the period ended 30 April 2023

	YTD BUDGET	YTD ACTUAL	CHANGE
	30/04/23	30/04/23	
	(\$M)	(\$M)	
OPERATING REVENUES	\$13.7	\$13.8	\$0.1
OPERATING EXPENSES (BEFORE DEPRECIATION)	-\$14.4	-\$13.6	\$0.9
OPERATING SURPLUS/ DEFICIT	-\$0.7	\$0.3	\$1.0
	CURRENT BUDGET	YTD ACTUAL	LAST YEAR
	Jun-23	30/04/23	Jun-22
	(\$M)	(\$M)	
CASH IN BANK	\$8.3	\$9.6	\$12.0
OUTSTANDING LOANS	\$1.8	\$2.5	\$5.1
NET ASSETS	\$27.7	\$29.2	\$32.9

Notes:

- 1) Operating Revenue is meeting revised budget estimates across all business units.
- 2) Operating Expenses are lower than the budget as a result of lower tonnes processed and operational efficiencies.
- 3) This has resulted in a surplus Operating Result without the need to utilise prior years brought forward surpluses.

2. Financial Statements for the period ended 31 March 2023

	YTD BUDGET	YTD ACTUAL	CHANGE
	Mar-23	Mar-23	
	(\$M)	(\$M)	
OPERATING REVENUES	\$12.1	\$12.2	\$0.0
OPERATING EXPENSES (BEFORE DEPRECIATION)	-\$13.1	-\$12.2	\$0.8
OPERATING SURPLUS/ DEFICIT	-\$0.9	\$0.0	\$0.9
	CURRENT BUDGET	YTD ACTUAL	LAST YEAR
	Jun-23	Mar-23	Jun-22
	(\$M)	(\$M)	
CASH IN BANK	\$8.3	\$9.7	\$12.0
OUTSTANDING LOANS	\$1.8	\$2.5	\$5.1
NET ASSETS	\$27.7	\$29.2	\$32.9

Notes:

- 1) Operating Revenue is meeting revised budget estimates across all business units.
- 2) Operating Expenses are lower than the budget as a result of lower tonnes processed and operational efficiencies.
- 3) This has resulted in a break-even Operating Surplus/Deficit without the need to utilise prior years brought forward surpluses.

3. Financial Statements for the period ended 28 February 2023

	YTD BUDGET	YTD ACTUAL	CHANGE
	Feb-23	Feb-23	
	(\$M)	(\$M)	
OPERATING REVENUES	\$10.7	\$10.8	\$0.1
OPERATING EXPENSES (BEFORE DEPRECIATION)	-\$11.4	-\$10.5	\$0.9
OPERATING SURPLUS/ DEFICIT	-\$0.7	\$0.3	\$1.0
	CURRENT BUDGET	YTD ACTUAL	LAST YEAR
	Jun-23	Feb-23	Jun-22
	(\$M)	(\$M)	
CASH IN BANK	\$8.3	\$10.0	\$12.0
OUTSTANDING LOANS	\$1.8	\$2.5	\$5.1
NET ASSETS	\$27.7	\$29.9	\$32.9

Notes:

- 1) Operating Expenses are lower than the budget due to lower maintenance, wages, insurance and disposal costs than estimated.
- 2) This has resulted in a surplus Operating Result without the need to utilise prior years brought forward surpluses.

REPORT NO	11.7
SUBJECT	CASH INVESTMENT PORTFOLIO
REPORTING OFFICER	T Tafua, Manager Corporate Services
RESPONSIBLE OFFICER	C Wiggins, Executive Manager Corporate Services
EMPLOYEE INTEREST	Nil
DATE OF REPORT	12 May 2023
FILE REFERENCE	FD: Corporate Finance\ Monthly Financial Reporting\ 2022/2023
ATTACHMENTS	Nil

CEO RECOMMENDATION:

1. **THAT THE CEO BE GIVEN DELEGATED AUTHORITY TO INVEST IN AUTHORISED INVESTMENTS WITH BANKING INSTITUTIONS IN ACCORDANCE WITH THE CASH INVESTMENTS COUNCIL POLICY FOR THE 2023 CALENDAR YEAR.**
2. **THE CASH INVESTMENT PORTFOLIO REPORT FOR THE MONTHS OF FEBRUARY 2023, MARCH 2023 AND APRIL 2023 BE RECEIVED.**

VOTING REQUIREMENT

Absolute Majority s5.42(1) CEO Delegation

PURPOSE OF REPORT

1. **CEO Delegated Authority**
2. **ESG and Green Term Deposits Update**
3. **To receive the cash investment portfolio report:**
 - 3.1 Cash investment portfolio report as at 30 April 2023.
 - 3.2 Cash investment portfolio report as at 31 March 2023.
 - 3.3 Cash investment portfolio report as at 28 February 2023.

NATURE OF COUNCIL’S ROLE IN THE MATTER:

Advocative

Not applicable

Executive

The Audit & Risk Committee endorsed the Investment Policy, setting the guidelines for investing surplus cash in its municipal and reserves funds. The Committee requested that the CEO consider “green” investment deposits with authorised banks that meet environmentally friendly and social eligible projects.

Legislative

Local Government Financial Regulations 19 requires every local government is to establish and document internal control procedures to be followed by employees to ensure control over investments. The control procedures are to enable the identification of the nature and location of all investments and the transactions related to each investment.

Regulation 19C (FM regs)

- **PROHIBITED INVESTMENTS**
 - 19C. (2) When investing money under section 6.14(1), a local government may not do any of the following —
 - (a) deposit with an institution except an authorised institution;
 - (b) deposit for a fixed term of more than 3 years;
 - (c) invest in bonds that are not guaranteed by the Commonwealth Government, or a State or Territory government;
 - (d) invest in bonds with a term to maturity of more than 3 years;
 - (e) invest in a foreign currency.

IMPLICATIONS TO CONSIDER:

Consultative:

Not applicable

Strategic relevance:

Key Focus Area Business Sustainability
Objective 2.1 Our Business is financially viable and sustainable

Policy related:

Policy No 2.3 Cash Investments Policy (Approved by Council 25/11/2021 next review Nov 2023)
The policy gives delegated authority to the CEO to invest in authorised investments with Banking Institutions with a rating of “A” or higher as defined by Standard & Poor’s Aust.

Standard No 2.2 Cash Investment Control Procedures (Approved by CEO Oct2021 next review Oct 2023)

Employees’ Delegations:

CEO (Council approval 24/02/2022)
Executive Manager Corporate Services (CEO approval 25/02/2022)

	Responsibilities
Council	<ul style="list-style-type: none"> • Governance Financial responsibility. • Approves policy and guidelines.
Audit Committee	<ul style="list-style-type: none"> • Reviews internal control procedures. • Reviews policy and guidelines for investment portfolio. • Makes recommendations to Council.

Chief Executive Officer	<ul style="list-style-type: none"> • Prime responsibility for the control of the investment portfolio. • Has delegation authority from Council to invest surplus cash funds in accordance with Council approved policy.
Executive Manager Corporate Services	<ul style="list-style-type: none"> • Has delegation authority from CEO to invest surplus cash funds in accordance with Council approved policy. • Selection of the appropriate investment in accordance with the council approved policy. • Reviews risk exposure and types of investments. • Selection and disposal of investments with banks and fund managers in accordance with the Council approved policy. • Accounting and reporting of investments. • Record keeping of all investments ensuring the identification of – <ul style="list-style-type: none"> a) the nature and location of all investments b) the transactions related to each investment • Signs and authorises the payment vouchers for investments.
Internal Control Segregation of Duties	<ul style="list-style-type: none"> • Appropriate segregation of duties for: <ul style="list-style-type: none"> • Persons that record investments, • Persons that buy and sell investments, and • Persons that reconcile the investment statements

Financial:

Revenue from interest is included in the annual operating budget.

Legal and statutory:

As noted under legislative

Risk related:

Investments are identified and evaluated in the Risk Register as follows:

Risk No	Risk Description	Potential Consequences	Controls Are Currently In Place,	Overall Risk Rating
FA05	Poor Investment Decisions	Loss of income	1 - Investment Policy sets out the guidelines under which RRG can invest funds, 2 - Minimum credit rating is A-	Low 4

Ref	The Risk: what can happen and how it can happen	Existing controls	Adequacy of existing controls	Total Level of Risk Evaluation Likelihood x Consequence
FA 02	Failing market value of investments	Investment policy guidelines	Adequate	2 x 2 = 4 (Low)

REPORT

1. CEO Delegated Authority

The Local Government Act 1995 requires that the local government keep a register of the delegations made and at least once every financial year, all delegations are to be reviewed by the Council.

The CEO Delegation to invest in authorised investments in accordance with RRG Cash Investments Council Policy No 2.3 was not included in the February 2023 Ordinary Council meeting item 11.1 CHIEF EXECUTIVE OFFICER DELEGATED AUTHORITY 2023.

All decisions made by the CEO under delegated authority are either reported to the next meeting of Council or reported at the annual review.

CEO delegation has been delegated to the following employees:

Manager – Finance: Initiate the investment

Manager - Corporate Services: Approve the investment

Accountant: Initiate the investment (relief) in the absence of the Manage - Finance

2. ESG and Green Term Deposits Update

In March 2023 CBA advised there is no ability to roll any Green/ESG TDs over for the time being.

“Due to the ever-evolving ESG frameworks, clearer regulatory guidance and investor needs, we are working on a new design for ESG and Green Term Deposits which segregates deposits more clearly, strengthens the link to sustainability funding provided and enables them to be as impactful as possible.

We are aiming to bring updated ESG and Green TD products to market as soon as possible and I will let you know when this information is to hand.”

“Green Investments” are authorised investment products made only with authorised institutions that respect the environment and not invested in fossil fuel industries.

46% (\$3.5m) of funds are currently invested in “Green/ESG” investments.

The deposit meets our Investment Policy:

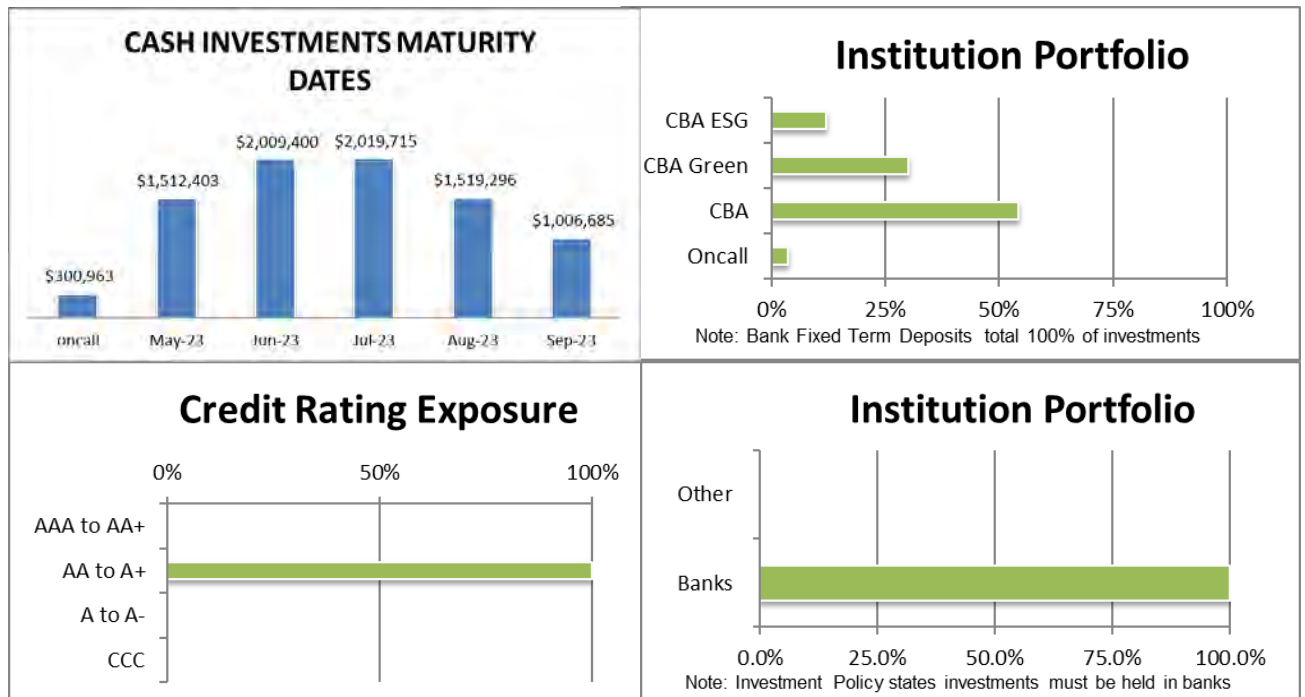
1. an authorised deposit-taking institution
2. Credit rating minimum “A” CBA investments are “AA” or higher

3. To receive the cash investment portfolio report:

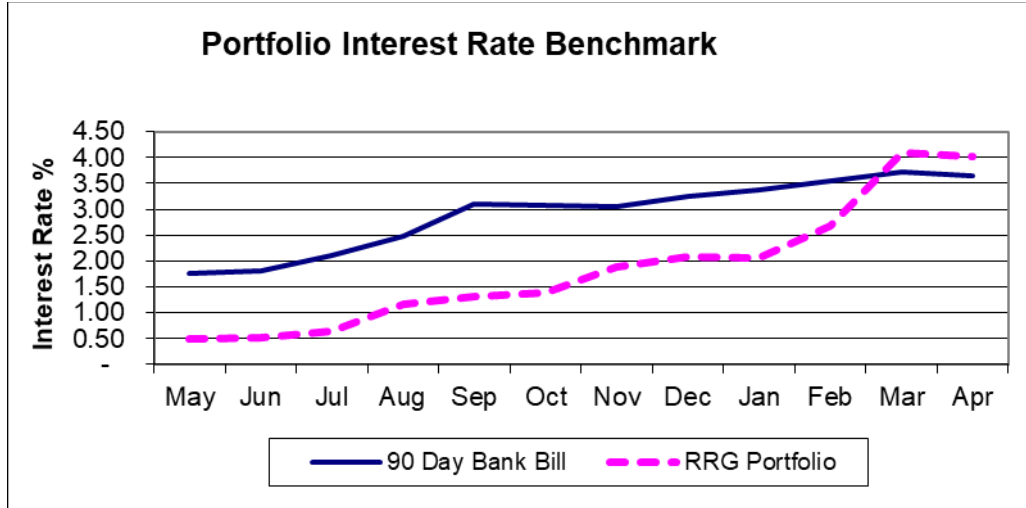
3.1 The Cash Investment portfolio as at 30 April 2023 is as follows:

RESOURCE RECOVERY GROUP CASH INVESTMENT PORTFOLIO As at April 2023									
Invest. No.	Interest Rates	Amount	Maturity	Institution	Rating		Valuation		
1	1.25%	\$ 300,963	oncall	BWA Oncall	AA	Bank	100%	\$	300,963
60	3.78%	\$ 1,003,730	16/05/2023	CBA Green	AA	Bank	100%	\$	1,003,730
63	4.08%	\$ 1,019,296	17/08/2023	CBA Green	AA	Bank	100%	\$	1,019,296
66	4.21%	\$ 513,703	10/07/2023	CBA	AA	Bank	100%	\$	513,703
68	3.97%	\$ 1,006,685	14/09/2023	CBA ESG	AA	Bank	100%	\$	1,006,685
69	4.20%	\$ 508,673	15/05/2023	CBA	AA	Bank	100%	\$	508,673
70	4.31%	\$ 506,012	7/07/2023	CBA	AA	Bank	100%	\$	506,012
72	3.82%	\$ 500,000	24/07/2023	CBA Green	AA	Bank	100%	\$	500,000
73	4.32%	\$ 500,000	15/06/2023	CBA	AA	Bank	100%	\$	500,000
74	4.24%	\$ 1,009,400	13/06/2023	CBA	AA	Bank	100%	\$	1,009,400
75	4.29%	\$ 500,000	29/06/2023	CBA	AA	Bank	100%	\$	500,000
76	4.31%	\$ 500,000	31/07/2023	CBA	AA	Bank	100%	\$	500,000
77	4.32%	\$ 500,000	28/08/2023	CBA	AA	Bank	100%	\$	500,000
Total		\$ 8,368,462						\$	8,368,462
Weighted Average		4.02%							100.00%
90 day bank bill		3.66%							

The Cash Investment Portfolio exposure for April 2023 is shown in the following graphs:



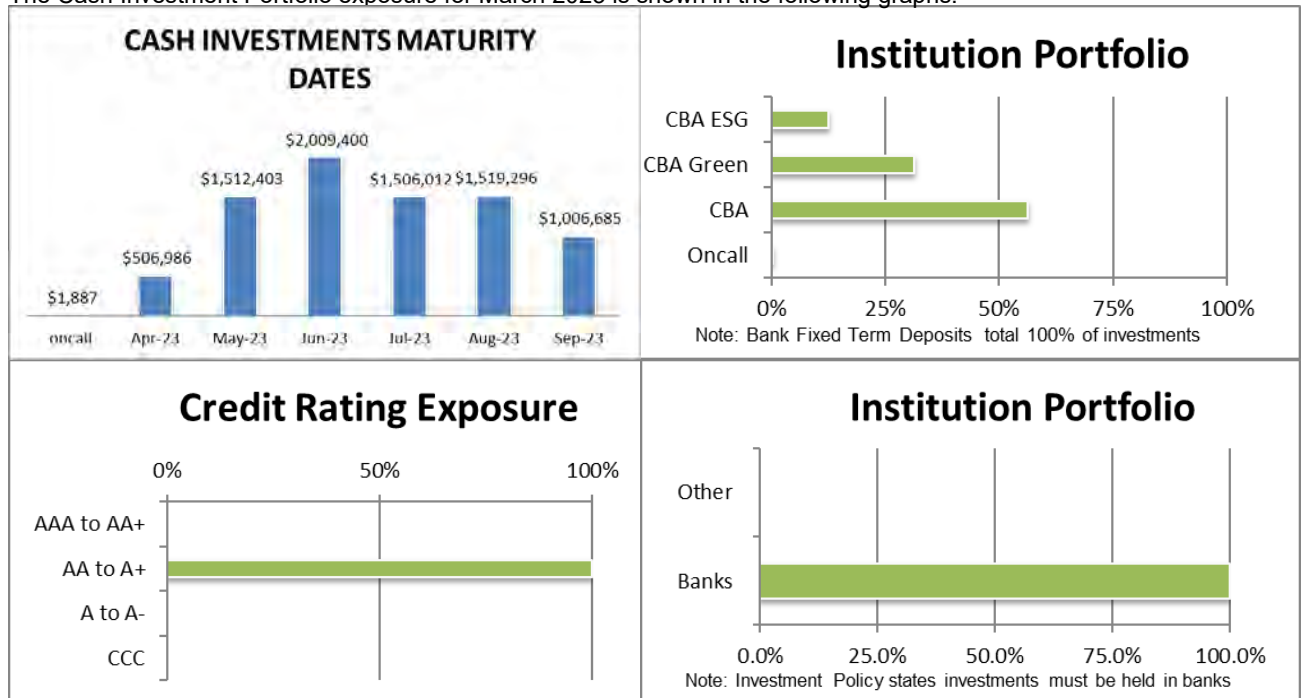
The RRG's investment portfolio is below the 90-day bill rate benchmark. This will change as soon as the funds mature and are renegotiated in a higher interest rate environment.



3.2 The Cash Investment portfolio as at 31 March 2023 is as follows:

RESOURCE RECOVERY GROUP CASH INVESTMENT PORTFOLIO As at March 2023									
Invest. No.	Interest Rates	Amount	Maturity	Institution	Rating		Valuation		
1	1.25%	\$ 1,887	oncall	BWA Oncall	AA	Bank	100%	\$	1,887
60	3.78%	\$ 1,003,730	16/05/2023	CBA Green	AA	Bank	100%	\$	1,003,730
63	4.08%	\$ 1,019,296	17/08/2023	CBA Green	AA	Bank	100%	\$	1,019,296
66	3.90%	\$ 506,986	11/04/2023	CBA	AA	Bank	100%	\$	506,986
68	3.97%	\$ 1,006,685	14/09/2023	CBA ESG	AA	Bank	100%	\$	1,006,685
69	4.20%	\$ 508,673	15/05/2023	CBA	AA	Bank	100%	\$	508,673
70	4.31%	\$ 506,012	8/07/2023	CBA	AA	Bank	100%	\$	506,012
72	3.82%	\$ 500,000	24/07/2023	CBA Green	AA	Bank	100%	\$	500,000
73	4.32%	\$ 500,000	15/06/2023	CBA	AA	Bank	100%	\$	500,000
74	4.24%	\$ 1,009,400	15/06/2023	CBA	AA	Bank	100%	\$	1,009,400
75	4.29%	\$ 500,000	29/06/2023	CBA	AA	Bank	100%	\$	500,000
76	4.31%	\$ 500,000	31/07/2023	CBA	AA	Bank	100%	\$	500,000
77	4.32%	\$ 500,000	28/08/2023	CBA	AA	Bank	100%	\$	500,000
Total		\$ 8,062,668						\$	8,062,668
Weighted Average		4.10%							100.00%
90 day bank bill		3.72%							
As at									

The Cash Investment Portfolio exposure for March 2023 is shown in the following graphs:



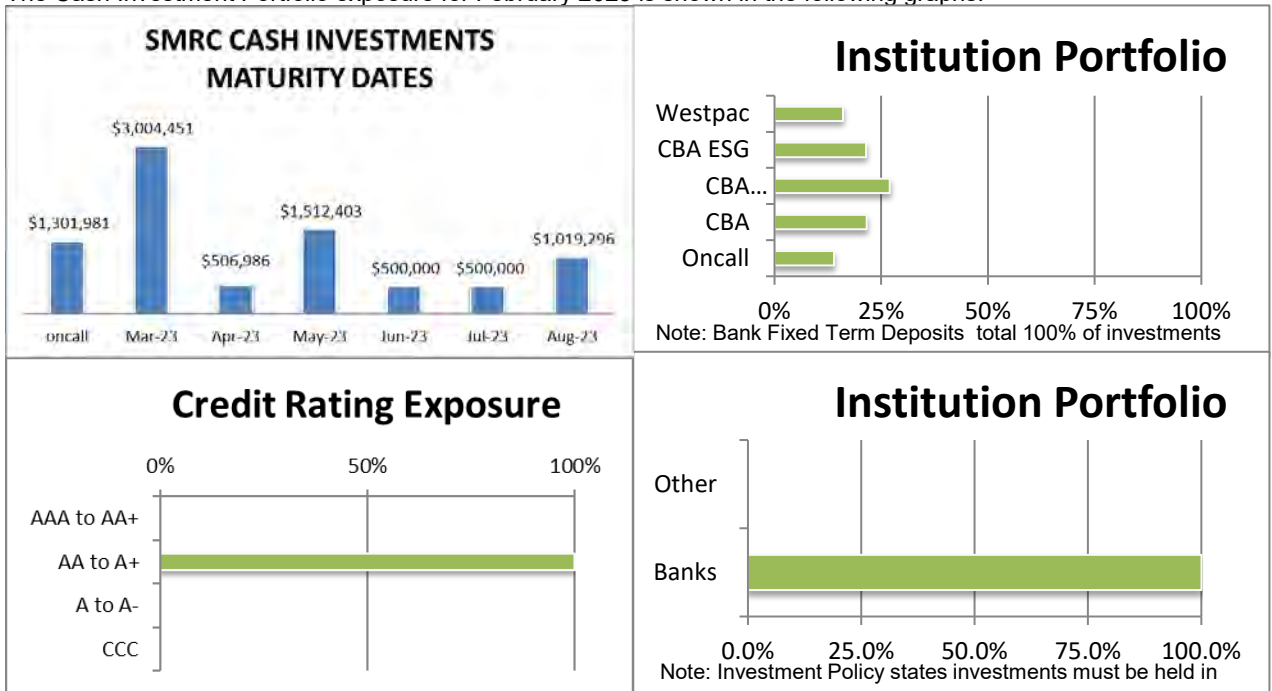
3.3 The Cash Investment portfolio as at 28 February 2023 is as follows:

**RESOURCE RECOVERY GROUP
CASH INVESTMENT PORTFOLIO
As at February 2023**

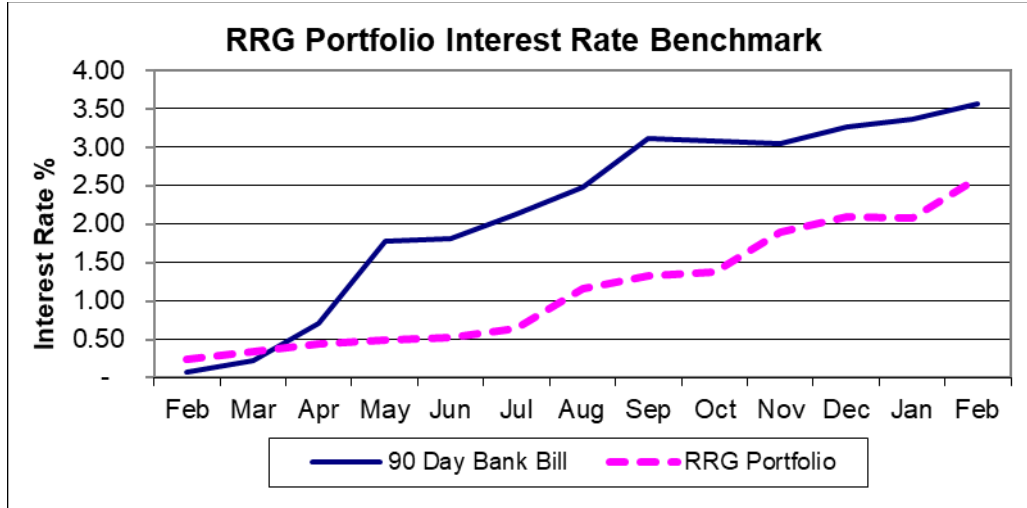
Invest. No.	Interest Rates	Amount	Maturity	Institution	Rating	Valuation
1	1.15%	\$ 1,301,981	oncall	BWA Oncall	AA	Bank 100% \$ 1,301,981
12	0.53%	\$ 1,500,000	26/03/2023	WBC	AA	Bank 100% \$ 1,500,000
60	3.78%	\$ 1,003,730	16/05/2023	CBA Green	AA	Bank 100% \$ 1,003,730
63	4.08%	\$ 1,019,296	17/08/2023	CBA Green	AA	Bank 100% \$ 1,019,296
66	3.90%	\$ 506,986	11/04/2023	CBA	AA	Bank 100% \$ 506,986
67	0.94%	\$ 1,000,000	15/03/2023	CBA ESG	AA	Bank 100% \$ 1,000,000
68	3.97%	\$ 1,006,685	14/09/2023	CBA ESG	AA	Bank 100% \$ 1,006,685
69	4.20%	\$ 508,673	15/05/2023	CBA	AA	Bank 100% \$ 508,673
70	3.50%	\$ 504,451	6/03/2023	CBA	AA	Bank 100% \$ 504,451
72	3.82%	\$ 500,000	24/07/2023	CBA Green	AA	Bank 100% \$ 500,000
73	4.32%	\$ 500,000	15/06/2023	CBA	AA	Bank 100% \$ 500,000

Total	\$ 9,351,801	\$ 9,351,801
Weighted Average	2.69%	100.00%
90 day bank bill	3.56%	
As at February 2023		

The Cash Investment Portfolio exposure for February 2023 is shown in the following graphs:



The RRG's investment portfolio is below the 90-day bill rate benchmark. This will change as soon as the funds mature and are renegotiated in a higher interest rate environment.



REPORT NO	11.8
SUBJECT	SCHEDULE OF PAYMENTS
REPORTING OFFICER	T Tafua, Manager Corporate Services
RESPONSIBLE OFFICER	C Wiggins, Executive Manager Corporate Services
EMPLOYEE INTEREST	Nil
DATE OF REPORT	3 May 2023
FILE REFERENCE	FD: Corporate Finance\ Monthly Financial Reporting\ 2022/2023
ATTACHMENTS	#1 Payment Schedule February 2023 #2 Payment Schedule March 2023 #3 Payment Schedule April 2023

CEO RECOMMENDATION:

- 1. THE SCHEDULE OF PAYMENTS AS LISTED IN THE ATTACHMENTS FOR THE MUNICIPAL FUND; FOR THE MONTHS OF FEBRUARY 2023 FOR \$1,351,109.43 AND MARCH 2023 FOR \$1,626,969.03 AND APRIL 2023 FOR \$2,188,977.04 BE RECEIVED.**

VOTING REQUIREMENT

Simple Majority

PURPOSE OF REPORT

To report the delegated authority of payments for the months noted above.

BACKGROUND

Delegated Authority has been granted to the Chief Executive Officer to make payments from the Regional Council Cheque Account. In accordance with Regulation 13(2) and (3) of the Local Government (Financial Administration) Regulations 1996 where this power has been delegated, a list is to be compiled for each month and presented to the Council which shows each payment, payee's name, amount and date of payment, and sufficient information to identify the transaction.

REPORT NO	15.1
SUBJECT	SOLAR PHOTOVOLTAIC PANEL RECYCLING
AUTHOR	B Doherty, Executive Manager Strategic Projects
RESPONSIBLE OFFICER	T Youé, Chief Executive Officer
EMPLOYEE INTEREST	Nil
DATE OF REPORT	3 May 2025
FILE REFERENCE	
ATTACHMENTS	

The information in this report is confidential and is not to be disclosed.

Confidential Report in accordance with the Local Government Act 1995 Section 5.23 (2) (c), a contract entered into, or which may be entered into, by the local government and which relates to a matter to be discussed at the meeting.

Improper Use of Information

5.93. A person who is a council member, a committee member or an employee must not make improper use of any information acquired in the performance by the person of any of his or her functions under this Act or any other written law –

- (a) to gain directly or indirectly an advantage for the person or any other person; or
- (b) to cause detriment to the local government or any other person.

Penalty: \$10,000 or imprisonment for 2 years.

REPORT NO	15.2
SUBJECT	FOGO Processing Facility (FPF) Transition Update
AUTHOR	B Doherty, Executive Manager Strategic Projects
RESPONSIBLE OFFICER	T Youé, Chief Executive Officer
EMPLOYEE INTEREST	Nil
DATE OF REPORT	9 May 2023
FILE REFERENCE	
ATTACHMENTS	

The information in this report is confidential and is not to be disclosed.

Confidential Report in accordance with the Local Government Act 1995 Section 5.23 (2) (c), a contract entered into, or which may be entered into, by the local government and which relates to a matter to be discussed at the meeting.

Improper Use of Information

5.93. A person who is a council member, a committee member or an employee must not make improper use of any information acquired in the performance by the person of any of his or her functions under this Act or any other written law –

- (a) to gain directly or indirectly an advantage for the person or any other person; or
- (b) to cause detriment to the local government or any other person.

Penalty: \$10,000 or imprisonment for 2 years.



Resource
Recovery
Group

Recycle. Innovate. Educate.

Corporate Business Plan

Version 1

2023 - 2027

Adopted by Council Date: TBA



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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.

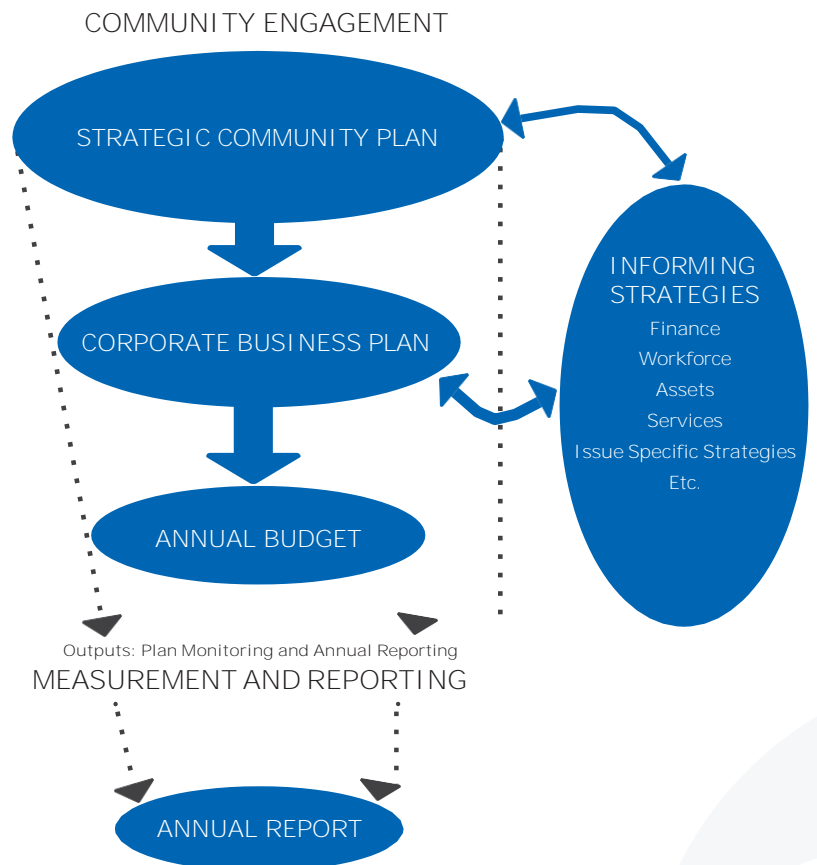
Corporate Business Plan (4 years)

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.

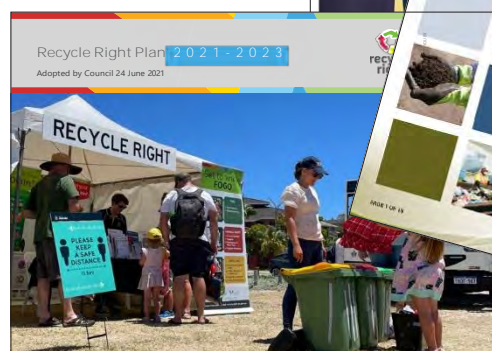
Annual Report

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





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*).

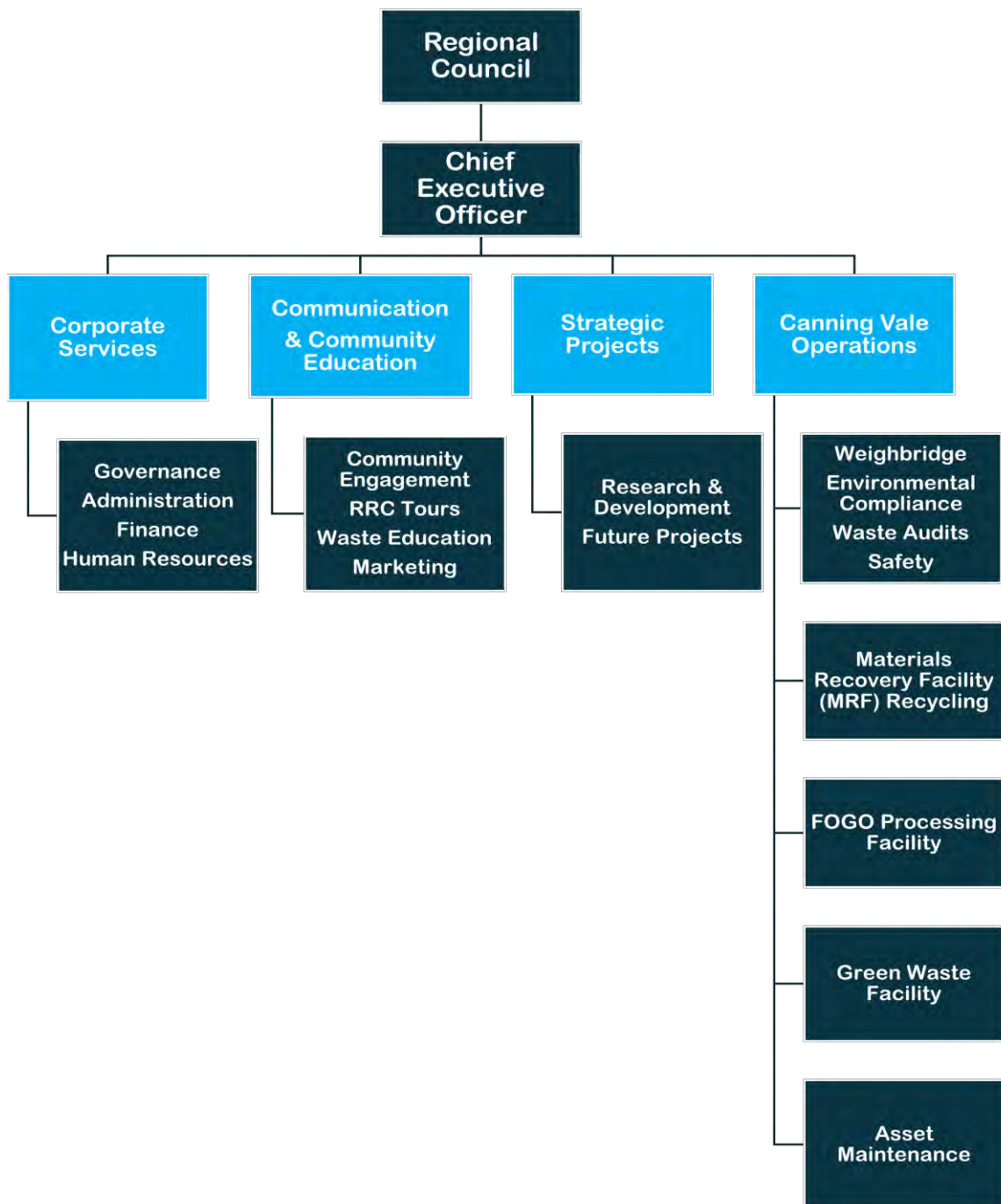
The Implementation Plan outlines the actions which the Regional Council will undertake over the next 5+ years to contribute to the achievement of relevant Waste Strategy targets and objectives.

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.





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

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

2. Form viable partnerships to optimise business sustainability

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
Number of lost time incidents (LTIFT)	Number of lost time injuries	0	0	0	0	
Innovate	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



2023 STRATEGIC DIRECTIONS REVIEW

**Workshop - 9.00am – 1.00pm
7 March 2023
Conference Room
City of Melville**

Objective

To review and agree on the strategic direction of the Resource Recovery Group for the medium to long term.

Attendees

Cr Doug Thompson	City of Fremantle
Cr Karen Wheatland	City of Melville
Cr Andrew White	Town of East Fremantle
Mr Gary Tuffin	Town of East Fremantle
Mr Nick King	Town of East Fremantle
Mr Mick McCarthy	City of Melville
Mr Paul Molony	City of Melville
Mr Graham Tattersall	City of Fremantle
Mr Tim Youé	RRG, Chief Executive Officer
Mr Chris Wiggins	RRG, Executive Manager Corporate Services
Mr Brendan Doherty	RRG, Executive Manager Strategic Projects
Ms Ann Johnson	RRG, Manager Governance & Culture
Ms Helen Hardcastle (Facilitator)	Learning Horizons

Introduction

Cr Thompson, RRG Chairperson welcomed everyone in attendance and acknowledged the traditional owners of the land in which this meeting is taking place today – the Nyungar people of Western Australia and pay our respects to their elders' past and present and emerging.

Cr Thompson acknowledged the challenges that are currently facing members which include:

- Costs to members.
- Opportunities for new business.
- Retirement of the current loan.

- Export bans.
- Climate change as ratepayers look to action from their Councils.
- Cohesion of the three member Councils specifically in relation to developing our business and limiting costs.

Mr Youé presented an overview of the current waste situation in WA. RRG's historical and projected material recovery rates as compared to state targets, noting that RRG has performed consistently well above state targets for 20 years. Also noted were the following key challenges:

- Underutilised assets impacting on cost recovery.
- Recycling export bans decreasing commodity values.
- Containers for Change – impact on incoming tonnes to the MRF.
- Ground lease re-valuation in May 2025.
- \$4m Capex refurbishment investment required for future re-purpose.
- Energy from Waste – est. commencing 2024.
- Insurance premiums likely annual increase >10%.

Achievements

Ms Hardcastle then asked the group to reflect on what they felt the key successes of the past 12 months were, they included:

- FOGO.
- Recovery Rates.
- Reducing waste to landfill.
- Education Award for 20 years of achievement.
- Improvement in relationship with City of Canning.

Current Corporate Business Plan

The group were asked to consider the strategies that were put to them in 2021/2022 strategic review, these were:

- Wind-up
- Stay as is
- Growth

At the time the group had agreed to Growth.

In the 2022/2023 strategic review the growth strategy was still favoured, and a new strategy was agreed.

Member participants observed:

- They still supported the growth strategy but had reservations about the amount of capital investment that was required to support the growth initiatives.
- The retirement of the loan will result in a payback to withdrawn Councils and this is a further monetary concern for Members.
- No major additional tonnages have been obtained (apart from Kalamunda).
- Competing with private companies is exacerbated by the fact that RRG don't provide/operate a collection service.

- Whilst they preferred the best possible environmental outcomes it was noted that this comes at a cost.
- Members noted that they may be prepared to consider a lower recovery rate to reduce costs if recovery rates remain within state targets.

Long Term Financial Plan & Revenue Opportunities

Mr Youé and Mr Wiggins presented the key highlights of the long term financial plan and potential revenue opportunities.

Revenue opportunities include:

- Plastics Processing Facility
- Transfer Station
- Increased FOGO
- Potential for other tenancies in the WCF building

However, it was noted that any future tenancy of the WCF building would require major capital investment particularly in relation to the fire system. The Plastics Processing tenancy is close to being signed.

Modelling of the impact of the revenue opportunities on member contributions was presented to the group.

It was also noted that there was:

- opportunity to partner further with City of Canning particularly in relation to waste transfer.
- Discussions are underway with DWER in relation to funding for Recycle Right.
- Discussions have been held with Cleanaway in relation to a further opportunity.

Future Direction

Members were asked to re-affirm their preferred direction and a number of alternatives were discussed:

	Alternative	Comments
1	Business as usual but stop growth	It was agreed that diversifying is important and that this is not an option.
2	Retain RRG but let one member participant run some services	This would only provide limited cost savings.
3	Wind-up or stop RRG	Perhaps members need a re-affirmation from member councils – it was agreed this is a decision for each Member to make.

4	Wind-up RRG but explore a way for the business to continue under a different operational or commercial model. Possibly in conjunction with City of Canning.	The Chair advised that any such proposal could be undertaken by member participants and be presented to RRG for consideration but due to the significant costs involved it was not feasible for RRG to undertake this work.
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It was noted that a preliminary meeting had occurred with member CEO's to discuss an alternative model. It was agreed member CEO's would meet with RRG CEO to discuss their proposal.

It was acknowledged however that the timeline to change to a new model would likely take up to two years to be implemented.

Critical milestones in the short term are the executing of the lease for the Plastics Processing facility with Chairay and the installation of the new fire system.

It was agreed that RRG should continue with business as usual as these things will increase the value of RRG.

It was also agreed that Communication and Education are important and need to continue to be undertaken. Members are keen however for clarity of roles between RRG and members own Waste Education staff.

Members were asked to review the current Key Focus Areas and Projects and highlight any proposed changes. Councillor Thompson requested that Project 3.1 be reworded:

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

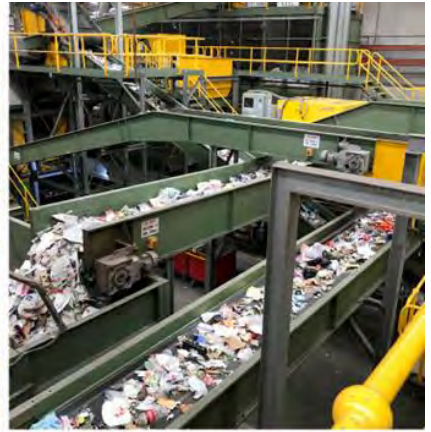
No other changes were proposed to the current strategy.

Actions:

1. The CEO to call a meeting in the next ten days of REG members and CEOs to clarify the roles of the communication/education staff.
2. A meeting of CEOs of member participants and the RRG CEO to be held in the next two weeks. Helen Hardcastle has offered to attend this meeting.

Agreed Outcome:

- Resource Recovery Group should continue business as usual with a continued focus on growth.
- Explore an optional Model with RRG CEO & Member CEO's.
- The current strategy be updated to reflect the change to 3.1 above. Gain clarity of roles between RRGs Education staff and members own Waste Ed Staff.



DRAFT Long Term Financial Plan

Date 10 May 2023

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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.

On behalf of our Participant Local Governments



1. About this Plan

Long term financial planning is a key element of the Integrated Planning and Reporting Framework. It enables local governments to set priorities, based on their resourcing capabilities, for the delivery of short, medium and long-term priorities.

The Long Term Financial Plan (LTFP) is a ten-year rolling plan that informs the Corporate Business Plan to activate Strategic Community Plan priorities. From these planning processes, Annual Budgets that are aligned with strategic objectives can be developed.

The LTFP details what we propose to do over the next ten years as a means of ensuring financial sustainability. This plan will be the basis for preparation of our Annual Budgets.

The LTFP covers the period 2021/22 to 2031/32. There is a high level of accuracy and detail in the first three years of the LTFP but this is underpinned by a number of assumptions. The remaining seven years of the LTFP are indicative figures and can be considered only as reasonable estimates.

The LTFP is reviewed annually following reviews of the Corporate Business Plan. As future Annual Budgets are to be developed from the LTFP, there may be some annual variations between these two documents, which will be explained in the Annual Budget.

The LTFP shows the linkages between specific plans. The following figure illustrates how the LTFP informs the Integrated Planning and Reporting Framework:

All local governments Western Australia, including Regional Councils, are required to plan for the future in accordance with Section 5.56(1) of the *Local Government Act 1995* and adopt an Integrated Planning and Reporting Framework. The diagram below depicts this framework:

ABOUT THIS PLAN



Source: Department of Local Government, Integrated Planning and Reporting Guidelines, 2013.

2. Who We Are

Resource Recovery Group (formerly Southern Metropolitan Regional Council) is a statutory local government authority, constituted under the Local Government Act, established by its current participant local governments with a proven track record of providing efficient and sustainable resource recovery and recycling services to the local government sector since 2001.

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

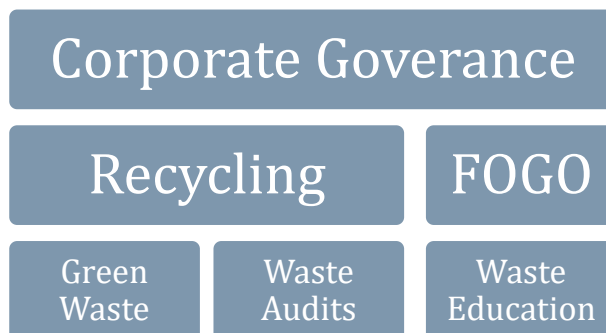
The Resource Recovery Group (RRG) operates the Canning Vale Centre as a waste recovery precinct located at 350 Bannister Road, Canning Vale, WA 6155.

The centre has a material recovery facility for recycling the contents from yellow lid bins, a FOGO processing facility (lime lid bins) and green waste shredding from bulk collections and public entry.

We provide waste audit services and educational toolkits and programs to change residents recycling behaviour in material separation for the benefits of a circular economy and climate change impact.

The centre is ideally located adjacent to major road infrastructure including the Roe and Tonkin Highways and Kwinana Freeway and provides excellent access to all parts of the Perth metropolitan area and to the Port of Fremantle.

Our Market Segments



3. Strategic Plan

Our Vision...

We deliver innovative and sustainable waste management solutions for the benefit of our communities and the environment

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	1. Deliver practical solutions that maximise material recovery	3. Lead the change to new material recovery solutions to benefit our communities	5. Be a leader in facilitating social change to increase material recovery and reduce climate impacts through education
	2. Form viable partnerships to optimise business sustainability	4. Deliver solutions that are environmentally sustainable & add value to recovered products	6. Influence best practice environmental outcomes through stakeholder advocacy

STRATEGIC PLAN

Strategic Plan Projects considered in the Financial Plan:

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



4. Financial Planning Assumptions

Underutilised facilities impacting on cost recovery

Recycling Export Bans–

- Plastic from 1 July 2022 – domestic re-processing reduces basket of goods revenue
- Paper from 1 July 2024 – A proposed facility may be in Perth funded from the *Recycling Modernisation Fund*, pricing is unknown however expected to significantly reduce basket of goods revenue.

Increase in recycling gate fees due to reduced commodity revenue

Container for Change – revenue stream for MRF operators offset reduction in tonnes.

Ground Lease re-valuation in May 2025 (next 2030 and every five years to 2050 if exercised).

\$4M Capex refurbishment investment for WCF for future re-purpose.

Energy from Waste - est. commencing from March 2024

Insurance premiums likely annual increase >10%

5. Financial Strategies

Annual strategic planning workshops reflect on the importance of cost effective and efficient service delivery models in meeting our regional purpose and our stakeholder's capacity to pay. A reduction in membership and customers increases the cost burden on our participant local governments.

5.1 Revenue Parameters

New customers are the most important element of achieving operating gross margins. Internal strategy documents such as; Business Marketing Plan, pricing policy and delegated authorities focus the organisation, to respond to new opportunities.

- The Business Marketing Plan is an approved strategic document to enable new opportunities.
- The pricing policy provides the framework for the basis of charging service fees to our commercial customers.
- Delegated Authorities transfers limited powers from the council to the CEO to enable commercial decisions within an agreed framework.

5.2 Contributions and Gate Fee Income

Project business plans, policies and Project Participants' Agreements provides for the calculation methodologies for applying Participant's contributions towards operating and capital expenditure.

The pricing policy provides the framework for the basis of charging gate fees to our commercial customers.

5.3 Contributions towards facilities

Repurpose facilities for chargeable tenancies towards paying existing overheads such as ground rent, electricity, building insurance and recouping building improvements.

5.4 Financially Sustainable Operations

Cost effective and efficient service delivery models in meeting the regional purpose and stakeholder's capacity to pay.

- Achieve 'balanced' operating budgets with full cost recovery for projects.
- Explore opportunities to increase the level of commercial return from projects.
- Increase capacity and broaden the range of products and services.
- Continue to implement operational efficiencies across the organisation.

5.5 Operating Surpluses

The financial strategies for revenues and expenditure outlined in this plan will contribute to generating operating surpluses.

- Reduce Participant's contribution towards administrative and fixed cost overheads.
- Reduce operation service fees.
- Increase cash reserves.

5.6 Borrowings

All existing RRRC project borrowings are to be fully repaid on 30 June 2023.

Any future new loans proposed for the RRRC project will be repaid either over the life of the asset or by Participants' agreement.

Existing Office Project borrowings determined by Participants' agreement.

Any new projects require Business Plans that are approved by Participants.

5.7 Reserves

Cash-backed reserve accounts are as follows:

1. Travel and Conference Reserve

To fund Councillors and employees attending conferences and study tours. A maximum reserve balance of \$50,000 has been set by council policy.

2. RRRC Project Contingency Reserve

To fund shortfalls in operating expenditure, asset renewals and disposals, employment termination provisions and Insurance claims below the excess.

3. RRRC Project Restoration Reserve

to meet lease obligations resulting from an early termination of the Ground Lease or at the expiry of the Ground Lease.

4. Office Project Reserve

to fund capital renewal expenditure and non-recurrent maintenance expenditure for the property located at 9 Aldous Place Booragoon.

5.8 Capital Expenditure & Asset Renewals

The Asset Management Plan has identified \$10 million expenditure for asset renewed over the plan period. The renewal of assets are mainly financed by cash reserves.

6. Financial Forecasts

The following tables show an estimated five year forecast for revenue and expenditure on the core activities:

6.1 Summary Statement of Revenue and Expenditure

The table below summarizes the financial activities of Existing Undertakings and the RRRC Project activities estimated revenue and expenses (not including Depreciation) over 5 years.

Table 1

FINANCIAL FORECASTS

Base Scenario	Statement of Financial Activity				
	1	2	3	4	5
	2023 Budget	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast
Existing Undertakings					
Revenue					
Administration	114,229	158,400	169,566	174,619	182,000
Education	165,829	165,829	170,804	175,074	178,575
Research & Development	40,000	41,200	42,440	43,715	45,000
	320,058	365,429	382,810	393,408	405,575
Expenses					
Administration	(264,229)	(358,400)	(369,566)	(374,619)	(382,000)
Education	(156,829)	(165,829)	(170,804)	(175,074)	(178,575)
Research & Development	(113,480)	(41,200)	(42,440)	(43,715)	(45,000)
	(534,538)	(565,429)	(582,810)	(593,408)	(605,575)
E U Net Surplus (Deficit)	(214,480)	(200,000)	(200,000)	(200,000)	(200,000)
RRRC Revenue					
Education	290,347	395,947	404,527	411,891	417,930
Administrative Overheads	2,307,127	2,702,000	2,870,639	4,160,000	4,560,000
MRF	6,175,056	6,486,132	6,779,527	7,010,202	6,942,441
GWF	743,110	726,396	726,396	726,396	726,396
FOGO	4,210,875	4,211,115	4,211,115	4,336,728	4,336,728
Red Bin	2,000,000	2,040,000	2,108,000	2,176,000	2,440,000
Other	769,481	989,600	863,708	871,526	737,267
	16,495,996	17,551,190	17,963,913	19,692,743	20,160,763
RRRC Expenses					
Education	(294,037)	(395,947)	(404,527)	(411,891)	(417,930)
Administrative Overheads	(4,487,291)	(4,569,181)	(4,661,478)	(4,868,718)	(4,934,548)
MRF	(4,651,321)	(4,795,850)	(4,936,365)	(5,032,853)	(5,131,270)
GWF	(355,277)	(362,667)	(370,487)	(378,553)	(386,875)
FOGO	(3,432,002)	(3,483,922)	(3,695,908)	(3,822,845)	(3,930,330)
Red Bin	(3,277,000)	(3,371,450)	(3,496,493)	(3,624,247)	(3,948,446)
Other	(576,481)	(389,000)	(346,000)	(346,000)	(358,728)
	(17,073,408)	(17,368,017)	(17,911,258)	(18,485,106)	(19,108,127)
Add back Make Good Provis	79,086	80,000	80,000	80,000	80,000
Lease Payments	(563,566)	(563,566)	(577,655)	(732,636)	(732,636)
	(17,557,888)	(17,851,583)	(18,408,913)	(19,137,742)	(19,760,763)
RRRC Net Surplus (Deficit)	(1,061,892)	(300,393)	(445,000)	555,000	400,000
Total Revenue	16,816,054	17,916,619	18,346,723	20,086,151	20,566,338
Toal Expenses	(18,092,426)	(18,417,012)	(18,991,723)	(19,731,150)	(20,366,338)
Capital Expenditure	(5,040,000)	(1,574,975)	(325,999)	(702,686)	(749,673)
Non operating Revenue	250,000	-	-	-	-
Reserve Transfers	4,500,000	1,084,975	970,999	347,686	549,673
Group Net Surplus (Deficit)	(1,566,372)	(990,393)	0	0	(0)
Opening Balance	2,556,765	990,393	-	-	-
Closing Balance	990,393	0	0	0	(0)

FINANCIAL FORECASTS

6.2 Reserves

Cash backed reserves enable future funding sources included in the strategic plan.

1. Travel and Conference Reserve

To fund Councillors and employees attending conferences and study tours. A maximum reserve balance of \$50,000 has been set by council policy.

	2021/22	2022/23	2023/24	2024/25	2025/26
CONFERENCE & TRAINING RESERVE					
Opening Balance	25,000	25,000	25,000	25,000	25,000
Transfer to Reserve	-	-	-	-	-
Transfer From Reserve	-	-	-	-	-
Balance 30 June	25,000	25,000	25,000	25,000	25,000

2. RRRC Project Contingency Reserve

To fund shortfalls in operating expenditure, asset renewals and disposals, employment termination provisions and Insurance claims below the excess.

	2021/22	2022/23	2023/24	2024/25	2025/26
CONTINGENCY & DEVELOPMENT RESERVE					
Opening Balance	9,054,535	8,949,982	4,169,982	3,849,982	3,229,982
Transfer to Reserve	1,226,965	-	200,000	200,000	200,000
Transfer From Reserve	(1,331,518)	(4,780,000)	(520,000)	(820,000)	(1,070,000)
Balance 30 June	8,949,982	4,169,982	3,849,982	3,229,982	2,359,982

3. RRRC Project Restoration Reserve

to meet lease obligations resulting from an early termination of the Ground Lease or at the expiry of the Ground Lease.

	2021/22	2022/23	2023/24	2024/25	2025/26
RESTORATION RESERVE					
Opening Balance	1,370,247	1,708,589	2,045,311	2,380,446	2,714,024
Transfer to Reserve	338,342	336,722	335,134	333,578	332,054
Transfer From Reserve	-	-	-	-	-
Balance 30 June	1,708,589	2,045,311	2,380,446	2,714,024	3,046,078

FINANCIAL FORECASTS

4. Office Project Reserve

to fund capital renewal expenditure and non-recurrent maintenance expenditure for the property located at 9 Aldous Place Booragoon.

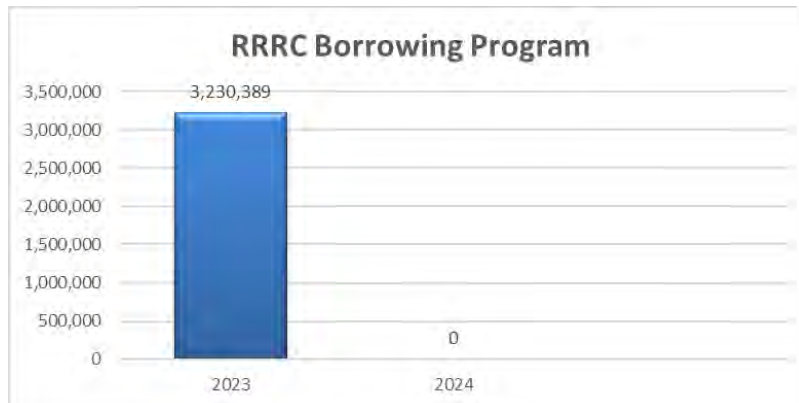
	2021/22	2022/23	2023/24	2024/25	2025/26
OFFICE PROJECT RESERVE					
Opening Balance	271,252	276,774	266,774	266,774	266,774
Transfer to Reserve	18,960	-	-	-	-
Transfer From Reserve	(13,438)	(10,000)	-	-	-
Balance 30 June	276,774	266,774	266,774	266,774	266,774

6.3 RRRC Project Borrowing Program

The final year of the RRRC Project loan repayments ends 30 June 2023.

5. Principal repayment is \$3,230,389
6. Interest repayments is \$ 113,768

Table 6



FINANCIAL FORECASTS

6.4 Office Project Borrowing Program

Loan borrowing for the Office Project (9 Aldous PI Booragoon).

Borrowing liability \$1.8 M

The Council resolved in November 2022, to repay an annual principal amount of \$100,000 for five years

1. **Participants' contribute to annual principal & interest repayments for a maturity date 30 June 2028.**

Capital repayment of \$100,000 per year commencing from 30 September 2023 (5 years)

Estimated annual repayment (interest + Principal) from 2023/24 of \$165,000

Total estimated interest paid over five years is \$430,000 (\$86,000 pa)

Table 7: Participants' Annual Contribution for 5.5 years

Office Project Loan Repayments					
Participants	Population	0	30-Jun-24	30-Jun-24	30-Jun-24
		%	Interest	Principal	Total
East Fremantle	7,893	5.51%	\$ 4,738	\$ 4,353	9,091
Fremantle	31,901	22.27%	\$ 19,151	\$ 17,593	36,744
Melville	103,459	72.22%	\$ 62,110	\$ 57,055	119,165
Total	143,253	100.00%	\$ 86,000	\$ 79,000	165,000

6.5 Outstanding Borrowing Program

Table 8

(b). Administration Building (9 Aldous Place, Booragoon) Loan Limit \$2 Million							
The SMRC Participants have guaranteed by way of security, to the Western Australian Treasury Corporation, a charge over its general funds for the share of any outstanding debenture borrowings provided for the SMRC Administration building at 9 Aldous Place, Booragoon. WA 6154.							
Participants' limit of its share of the loan liability is as follows:							
		30-Jun-22		30-Jun-23		30-Jun-24	
Town of East Fremantle	5.53%	99,540	5.51%	99,180	5.51%	94,112	
City of Fremantle	22.04%	396,720	22.27%	400,860	22.27%	380,377	
City of Melville	72.43%	1,303,740	72.22%	1,299,960	72.22%	1,233,535	
		<u>1,800,000</u>		<u>1,800,000</u>		<u>1,708,024</u>	

7. Scenario Modelling

7.1 Critical Assumptions

Based on sensitivity analysis, it is recognised that variations in volumes and commodity prices can have a major impact on the profitability and net cash flows from operations.

While the business as usual case assumes the current tonnes and commodity prices, we have two variants of the assumption, which consider additional customers and leasing space to third party recovery processors.

7.2 New Customers

7.2.1 Recycling processing – ‘Business as usual 30,000 tonnes pa

The facility’s maximum capacity is 120,000 tonnes pa.

7.2.2 FOGO processing – ‘Business as usual’ 30,000 tonnes pa

The Tipping Floor processing capacity is 60,000 tonnes pa

Further expansion and environmental license is up to 120,000 tonnes pa

7.2.3 Greenwaste - ;Business as usual 10,000 tonnes pa.

Environmental license is up to 52,000 tonnes pa.

SCENARIO MODELLING

7.3 Re-Purpose Plan for the Waste Composting Facility (WCF)

1. Food Organic Green Organic (FOGO) presort/transfer facility (FPF)
2. Plastic re-processing facility
3. Residual Waste Transfer Station
4. Other waste recovery purposes

Potential revenue

1. Tenancy opportunities for unused space
 - 1.2 Plastics Re- processing Stage 1 \$400K pa
 - 1.3 Plastics Re-processing Stage 2 \$
 - 1.4 E-Waste Processing \$
 - 1.5 Waste Transfer Station \$250K pa
 - 1.6 Community drop off
2. Partner with waste collectors to receive FOGO
3. Tender for local government processing contracts
4. Partner with compost producers
5. Partner with State Strategic Alliancing (FOGO)



7.4 Overhead Contributions

The internal report for strategies for funding overheads includes an approach to reducing member's overhead contributions from new revenue opportunities.

For every \$100,000 additional new revenue, the overhead contribution fee reduces by \$2.50 per tonne.

6 Measuring Sustainability

Several statutory key performance indicators (KPIs) have been prescribed in the Local Government (Financial Management) Regulations 1995 to measure the financial sustainability of local governments.

The Annual Financial Statements report the above KPIs where appropriate for regional local governments.

7 Risk Assessment

The Risk Management Plan follows the ISO 31000: 2009 principles and guidelines.

Risks are reviewed regularly by Senior Management Group and the Audit & Risk Committee.

The risks associated with the LTFP relate to the following:

- Plant and equipment failure and renewal
- Business Continuity for recycling waste
- Adverse movements in commodity prices
- Withdrawal of any project participant
- Cancellation or adverse changes to the Operating License.

Significant movements in recycling commodity pricing can be expected over the plan period. This includes the Government's export bans and other unexpected market conditions.

INTEGRATING OTHER INFORMING PLANS

8 Integrating Other Informing Plans

9.1 Asset Management Plan (AMP)

The Asset Management Plan identifies assets that are critical to operations and outlines three management strategies.

1. Annual Maintenance Program – planned and preventative programs
2. Asset renewals program
3. New assets program

The following tables provide an outline of the assets management for the next four years:

Maintenance Program	Asset Management Plan			
	2022/23	2023/24	2024/25	2025/26
Booragoon Building	9,000	9,000	9,000	9,000
RRRC Buildings	254,959	283,400	266,500	296,700
RRRC Fixed Plant	996,000	1,044,710	1,127,538	1,149,889
RRRC Mobile Plant & Equip	827,253	639,892	644,868	665,342
<i>Total Maintenance Program</i>	<i>2,087,212</i>	<i>1,977,002</i>	<i>2,047,906</i>	<i>2,120,931</i>
Renewals Program	Asset Management Plan			
	2022/23	2023/24	2024/25	2025/26
Booragoon Building (painting)	0	0	0	42,455
RRRC Buildings	1,540,000	580,000	0	0
- <i>Demo works stage 2</i>	<i>450,000</i>			
- <i>Upgrade for Plastics tenancy</i>	<i>920,000</i>	<i>80,000</i>		
- <i>T/station mods</i>	<i>150,000</i>	<i>350,000</i>		
- <i>FOGO Link conveyor</i>		<i>150,000</i>		
RRRC Fixed Plant	565,000	644,698	325,999	660,232
RRRC Mobile Plant & Equip	400,000	350,277	0	0
- <i>FEL Loader</i>	<i>400,000</i>	<i>350,277</i>		
<i>Total Renewal Program</i>	<i>2,505,000</i>	<i>1,574,975</i>	<i>325,999</i>	<i>702,686</i>

INTEGRATING OTHER INFORMING PLANS

New Asset Program	Asset Management Plan			
	2022/23	2023/24	2024/25	2025/26
Booragoon Building	10,000	0	0	0
- Solar Panels				
RRRC Buildings	1,600,000	400,000	0	0
- Sprinklers	1,600,000			
- Solar Panels		400,000		
RRRC Fixed Plant				
RRRC Mobile Plant & Equip	875,000	0	0	0
- Forklift, sissorlift	75,000			
- FOGO Trommel (\$250K grant)	800,000			
Total New Asset Program	2,485,000	400,000	0	0

11.2 Workforce Plan (WP)

Workforce Planning is a “continuous process of shaping the workforce to ensure that it is capable of delivering organisational objectives now and in the future” (Australian National Audit Office 2004) The Workforce Plan identifies strategies to meet future workforce needs and the implications on current and future operating environments.

The Long term financial plan has considered the following:

- Additional staff will be required to meet operational needs for the MRF and FOGO based on increases in the volumes. These increases will be required when the volumes reach a level where staff shifts will change, for instance double shift instead of single shift.
- Compliance, environmental and research functions may also require new staffing positions to meet the direction of the Strategic Community Plan.
- Community engagement and education programs on a regional approach may also require new staffing positions.

9 Conclusion – Implementation and Review

The Council will consider the content of the LTFP when preparing Annual Budgets closely aligned with the proposals in the LTFP and the assumptions.

A review of the LTFP will occur each year as budgets are prepared to account for performance information and changing circumstances.



**Resource
Recovery
Group**

Recycle. Innovate. Educate.



DRAFT Asset Management Plan 2022-2032

Reviewed: February 2023

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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.

On behalf of our Participant Local Governments



EXECUTIVE SUMMARY

1. Executive Summary

The Purpose of the Plan

This document presents the Asset Management Plan of the Resource Recovery Group (RRG), covering the 10 financial periods between 2022/2023 to 2031/2032.

The written down value of the assets at 30 June 2022, are around \$25 million with a replacement value of \$117 million.

The Asset Management Plan identifies assets that are critical to the operations and outlines three management strategies.

1. Annual Maintenance Program – planned and preventative programs
2. Asset renewals program
3. New assets program

The plan provides financial analysis of its entire assets, reviewed annually and the projections are applied for the current and future annual budgets as part of the Local Government integrated planning and report framework.

The Asset Renewal Program 2022 – 2032 is the internal supporting document underpinning this Plan.

2. Asset Management Planning

Asset management planning is a key element of the Integrated Planning and Reporting Framework. It defines current levels of service and the processes local governments use to manage each of their asset classes.

Plans should be developed for all major asset classes,

What is included in the Asset Management Plan

- Reference to an asset register (which records all assets and their location, acquisition, disposal, transfer and other relevant transactions based on best current information and random condition/performance sampling).
- Defined levels of service for each asset category or particular actions required to provide a defined level of service in the most cost-effective manner.
- An asset management condition and improvement program.
- Financial information such as asset values, depreciation rates, depreciated values, capital expenditure projections for new assets as a result of growth, or to renew, upgrade and extend assets.
- Information on 'whole of life' costing including changes in service potential for assets.
- Strategies to manage any funding gaps.
- Consideration of alternative service delivery solutions (leasing, private/public partnerships, shared services arrangements).
- Risk management strategies
- Clear linkages to other strategic documents such as the Corporate Business Plan, Long Term Financial Plan and Annual Budget.

The Plan covers the period 2021/22 to 2031/32. There is a high level of accuracy and detail in the first three years of the Plan but this is underpinned by a number of assumptions. The remaining seven years of the Plan are indicative figures and can be considered only as reasonable estimates.

This Plan is integrated with the Long Term Financial Plan and Annual Budgets. Where annual variations exist between the documents, an explanation note will be included in the Annual Budget.

ASSET MANAGEMENT PLANNING

All local governments in Western Australia, including Regional Councils, are required to plan for the future in accordance with Section 5.56(1) of the *Local Government Act 1995* and adopt an Integrated Planning and Reporting Framework. The diagram below depicts this framework:



Source: Department of Local Government, Integrated Planning and Reporting Guidelines, 2013.

3. Who Are We

Resource Recovery Group (formerly Southern Metropolitan Regional Council (SMRC) 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 our 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 the regional local government 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.

Our Regional Resource Recovery Centre (RRRC) 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.

The RRRC Project facility is located in Canning Vale, Perth, Western Australia, on leasehold land to 2030 with 4 x 5 year lease extensions to 2050.

Assets were commissioned in 2003 and have been based on a twenty-year useful life plan. The Capital expenditure was funded from borrowings expiring in June 2023.

It is committed to assisting the State Government and member local governments to work towards achieving the State Waste Strategy targets of reducing waste sent to landfills.

OUR VISION

4. 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.

Strategic Focus Areas

 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
---	---	--

FOCUS AREAS		
1. Deliver practical solutions that maximise material recovery	3. Lead the change to new material recovery solutions to benefit our communities	5. Be a leader in facilitating social change to increase material recovery and reduce climate impacts through education
2. Form viable partnerships to optimise business sustainability	4. Deliver solutions that are environmentally sustainable & add value to recovered products	6. Influence best practice environmental outcomes through stakeholder advocacy

5. Asset Management System

5.1 Policy

The Asset Management policy provides the framework to allow RRG to coordinate activities and practices to optimally manage its asset, and their associated performance, risk and expenditures over their lifecycle.

The policy is adopted by Council and reviewed every two years.

5.2 Maintenance Strategy

The Maintenance Strategy ensures that the correct maintenance is carried out on equipment to meet the service levels expectations. The strategy will ensure that more critical equipment to the business is maintained at a higher level than equipment that is less critical equipment.

The RRG follows best practice principles such as ISO 55000:2014, which provides an overview of asset management, its principles and terminology, and the expected benefits from adopting asset management systems.

5.3 Asset Register

A record of asset information considered worthy of separate identification including date of acquisition and or disposal, financial values, depreciation, re-valuations and other technical and financial information, including maintenance costings for whole of life management.

The assets comprise of the following major asset classes:

- Freehold land and buildings
- Leasehold Improvements
- Plant & Equipment

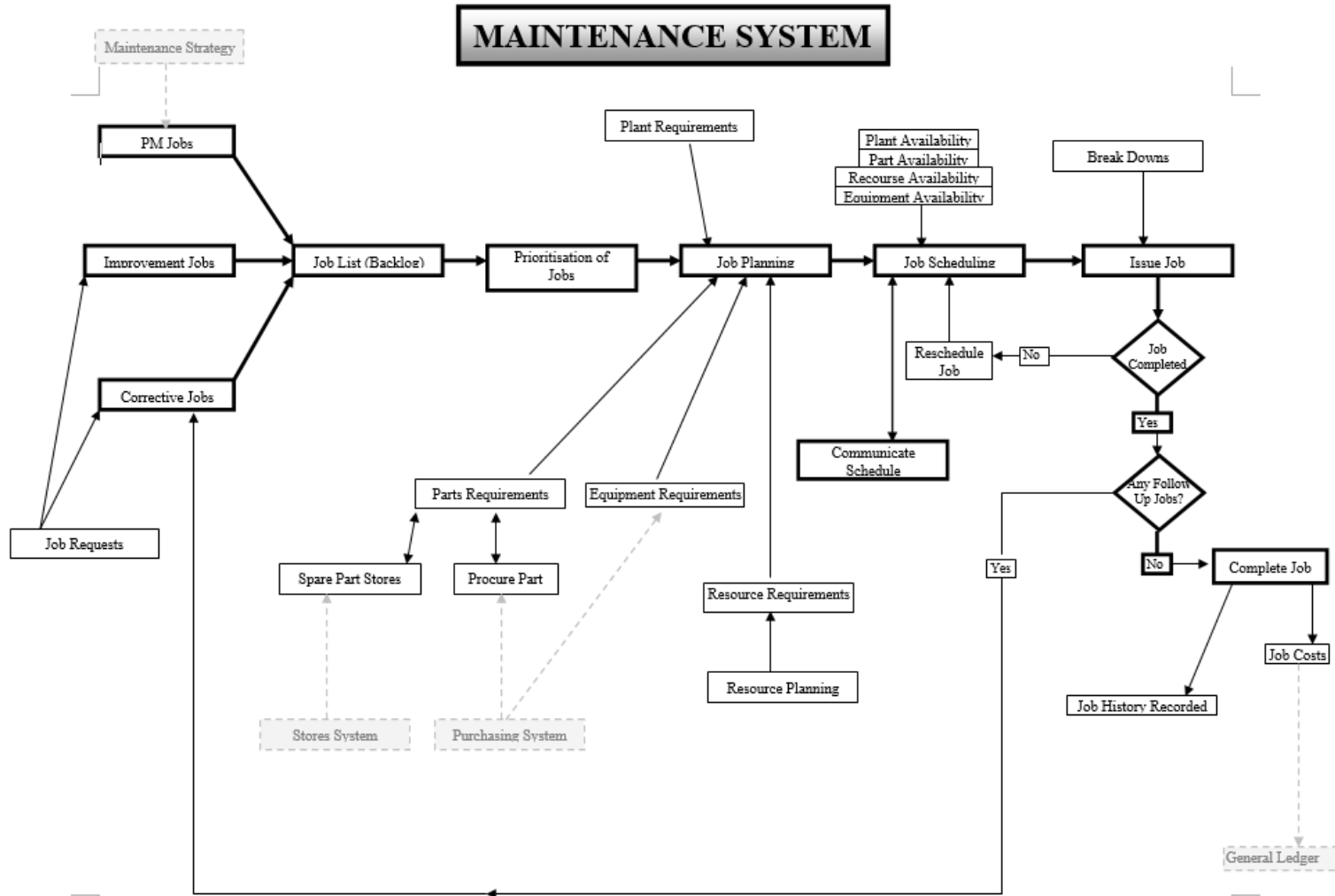
5.4 Maintenance System

The Maintenance system will enable the Maintenance Strategy to be implemented. A Maintenance system controls how jobs and recourses are planned, scheduled and implemented and reports the system performance.

The Asset Maintenance software system for recording and programming maintenance jobs and stores has been 'IT Vision's Synergysoft' an integrated database linking to the financial modules and asset register. This will change from July 2023 to SAP Business One.

The system is a process of a number of procedures that will allow jobs to be followed from the beginning through to the completion. See flow chart on next page.

ASSET MANAGEMENT SYSTEM



6. Levels of Service

defines the types and amounts of service the assets are required to provide to customers relative to the capabilities and limitations of the assets. Additionally, Level of Service indicates how the asset management system will operate and maintain its assets to meet customer expectations.

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.

6.1 Regional Resource Recovery Centre (RRRC Project) Canning Vale

The RRRC Project is a local government joint venture initiated in 1998 and was designed and commissioned between 2001 and 2003 to provide a regional solution for recovering and recycling household waste, diverting from landfill.

The Project has undergone transformation over the years to meet service delivery and changes in local government requirements and the waste industry, with major asset upgrades from 2013 to 2022 currently consisting of:

- **Administration (2001), Weighbridge (2001), Maintenance (2009) and Audit buildings (2009)**
- **Materials Recovery Facility (MRF) (2013)**, recovering materials from separated co-mingled recyclables bins.
- **Greenwaste Processing Facility (GPF) (2001)**, recovering green waste to produce mulch from separately presented greenwaste.
- **Food Organics Green Organics Facility (FOGO Progressing Facility) (FPF) (2003,2022)** recovering organic materials separated in household mobile bins to produce compost.

6.2 Recent Major Asset Upgrades

The FOGO Processing Facility (formerly Waste Composting Facility (WCF)) has the following separate assets with planned use

1. Digesters Drums– decommissioned in 2019 and removed from site in 2021.
2. Tipping Floor – removal of conveyors to accommodate the FOGO receipt and pre-sort in 2022.
3. Aeration Floor - replace roof pylons and sheeting in 2021.
4. Aeration Floor – new concrete floor and electrical wiring for approx 3,000sqm in 2022 for a new plastics recovery process.

LEVELS OF SERVICE

6.3 Future Levels of Service

- FOGO Processing Facility expansion
- Reprocessing Plastic Reprocessing facility
- Transfer Station – Non-recovered waste sent to an offsite Energy from Waste facility.
- Other possible waste recovery industries eg, de-packaging, e-waste, community drop off, container for change, etc.

6.4 Level of service goals provides the following benefits:

- Providing a means of assessing overall system performance
- Assets assessed for their Criticality to the levels of service
- Providing a direct link between costs and service
- Serving as an internal guide for maintenance teams
- Communicating with participants and customers.

7. Asset Condition Assessment

7.1 Asset Management Improvements Program

1. Determine the effectiveness of the preventative maintenance (PM) program to address failures in the equipment base and coordinate efforts to continuously improve the PMs, including the frequency of the work and assurance that PMs are compliant with original equipment manufacturer (OEM) recommendations and statutory standards.
2. Have input into the budget process and assist with the management of work and expenditure according to the budget.
3. Assist in the personal development of staff in planning and scheduling processes, and their interaction with the computerised management system.
4. Ensure that safety management processes and safe work method statements are coordinated with work specifications and job plans.
5. Ensure that stores management processes and information are adequate for planning purposes.

7.2 Asset Criticality Assessment

Assets assessed for their criticality to the levels of service are undertaken by using two matrixes. One matrix indicate the Equipment Criticality Assessment, which determine criticality of the equipment from reliability and maintainability perspective. The second Matrix was of Functional Criticality Assessment, which determined the criticality of the plant to the process. The Sum of these scores provides the overall criticality score for that item.

Order of Criticality

1. Odour Control System
2. Electrical System
3. Leachate System
4. Plant & machinery Operating System
5. Weighbridge
6. Security
7. Mobile Plant
8. Building and infrastructure

FINANCIAL INFORMATION

8. Financial Information

The plan is underpinned by robust estimates, cash flow predictions and expenditure projections based on asset maintenance, replacement or upgrade, renewal and disposal obtained from Asset Management Strategies and Asset Management Plans.

Asset	Fair Value	Reinstatement Value	Book Value
	30 Jun 20 \$M	30 Jun 20 \$M	30 Jun 22 \$M
Land & Buildings Booragoon	1.8	2.1	1.8
RRRC Leasehold Buildings	16.1	53.0	15.3
RRRC Plant & Machinery	7.9	58.6	5.4
Other Assets			0.4
Rehab/ Make Good Prov	2.0	3.4	2.1
Total	27.8	117.1	25.0

The Asset Management Plan's three financial management budgets.

1. Annual Maintenance Program – planned and preventative programs
2. Asset renewals program
3. New assets program

The following tables provide an outline of the estimated asset expenditure for the next four years:

Maintenance Program	Asset Management Plan			
	2022/23	2023/24	2024/25	2025/26
Booragoon Building	9,000	9,000	9,000	9,000
RRRC Buildings	254,959	283,400	266,500	296,700
RRRC Fixed Plant	996,000	1,044,710	1,127,538	1,149,889
RRRC Mobile Plant & Equip	827,253	639,892	644,868	665,342
<i>Total Maintenance Program</i>	<i>2,087,212</i>	<i>1,977,002</i>	<i>2,047,906</i>	<i>2,120,931</i>

FINANCIAL INFORMATION

Renewals Program	Asset Management Plan			
	2022/23	2023/24	2024/25	2025/26
Booragoon Building (painting)	0	0	0	42,455
RRRC Buildings	1,540,000	580,000	0	0
- Demo works stage 2	450,000			
- Upgrade for Plastics tenancy	920,000	80,000		
- T/station mods	150,000	350,000		
- FOGO Link conveyor		150,000		
RRRC Fixed Plant	565,000	644,698	325,999	660,232
RRRC Mobile Plant & Equip	400,000	350,277	0	0
- FEL Loader	400,000	350,277		
Total Renewal Program	2,505,000	1,574,975	325,999	702,686

New Asset Program	Asset Management Plan			
	2022/23	2023/24	2024/25	2025/26
Booragoon Building	10,000	0	0	0
- Solar Panels				
RRRC Buildings	1,600,000	400,000	0	0
- Sprinklers	1,600,000			
- Solar Panels		400,000		
RRRC Fixed Plant				
RRRC Mobile Plant & Equip	875,000	0	0	0
- Forklift, sissorlift	75,000			
- FOGO Trommel (\$250K grant)	800,000			
Total New Asset Program	2,485,000	400,000	0	0

FINANCIAL INFORMATION

The following table is the Estimated Required Capital Renewal Expenditure Program for the next ten years.

The plan has been carefully resourced to ensure that the annual renewal requirement is funded in annual budgets.

Where the capital expenditure is not carried out or not funded in a financial year, the renewal will be brought forward to the following year.

The estimated required capital expenditure for assets planned for renewal over ten years is estimated at \$10 million.

The ten-year asset replacement program expenditure provides for asset renewals of \$10 million (estimated \$8.7M in first five years and \$1.3M in following five years).

The ten-year Financial Long-Term Plan forecasts funding of \$10 million over the period and will provide 100% funding towards asset renewal expenditure.

Routine maintenance expenditure is in addition to this program and is funded in annual budgets as part of normal operating expenditure.

Majority of this funding is set-aside in a reserve account.

FINANCIAL INFORMATION

Summary of Estimated Renewal Program Spend \$10M

First five years estimated spend is \$8.7 million:

	2023	2024	2025	2026	2027	
	1	2	3	4	5	
SUMMARY ALL TOTALS						
Admin	\$ 60,000	\$ -	\$ -	\$ 42,455	\$ -	
Mobile Plant	\$ 400,000	\$ 350,277	\$ -	\$ -	\$ 91,569	
Weighbridge	\$ -	\$ 20,300	\$ -	\$ 18,043	\$ -	
Greenwaste	\$ -	\$ -	\$ -	\$ -	\$ -	
MRF	\$ 255,000	\$ 504,398	\$ 205,999	\$ 342,024	\$ 837,588	
WCF	\$ 310,000	\$ 120,000	\$ 120,000	\$ 300,164	\$ 120,000	
New Plant	\$ 875,000	\$ -	\$ -	\$ -	\$ -	
Buildings	\$ 3,140,000	\$ 580,000	\$ -	\$ -	\$ -	
TOTAL	\$ 5,040,000	\$ 1,574,975	\$ 325,999	\$ 702,686	\$ 1,049,157	\$ 8,692,817

Second five years estimated spend is \$1.3 million

Reasons for the reduced spend is:

- Major upgrades in first 5 years is expected to maintain a 10 year working life and unlikely to be renewed in the next 5 years.
- Future renewal assessment on the ongoing service delivery after 5 years.

	2027	2028	2029	2030	2031	
	2028	2029	2030	2031	2032	
	6	7	8	9	10	
SUMMARY ALL TOTALS						
Admin	\$ 54,672	\$ -	\$ -	\$ -	\$ -	
Mobile Plant	\$ -	\$ 144,280	\$ 395,399	\$ -	\$ -	
Weighbridge	\$ -	\$ -	\$ -	\$ -	\$ -	
Greenwaste	\$ -	\$ -	\$ -	\$ -	\$ -	
MRF	\$ 92,669	\$ -	\$ -	\$ -	\$ 67,021	
WCF	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	
New Plant	\$ -	\$ -	\$ -	\$ -	\$ -	
Buildings	\$ -	\$ -	\$ -	\$ -	\$ -	
TOTAL	\$ 267,341	\$ 264,280	\$ 515,399	\$ 120,000	\$ 187,021	\$ 1,354,041

FINANCIAL INFORMATION

8.1 Annual Maintenance Budget

A four year financial plan has been prepared to record all asset maintenance costs which is estimated for per financial year up until 2026.

The estimate shows costing for the following types of maintenance tasks for all items of plant:

- Inspection tasks – PM
- Predictable repairs – RP
- Unpredicted repairs - UR
- Breakdown repairs – BD
- Capital replacement or repairs – CRP

For each task the duration, frequency, labour and material costs have been estimated.

8.2 Borrowings

The RRRC Project and Office Accommodation Project (Booragoon) capital expenditure was funded by borrowings.

The RRRC project borrowings are to be fully repaid on 30 June 2023.

Any new projects require Business Plans that are approved by Participants.

8.3 Reserves

Cash-backed reserve accounts for the purposes of asset management include:

8.3.1 RRRC Project Contingency Reserve

to fund shortfalls in operating expenditure, asset renewals and disposals, employment termination provisions and insurance claims below the excess for the Canning Vale RRRC Project.

Transfer to cash backed reserves to finance the asset renewal plan during the plan period will be made based on annual surpluses. The asset renewal programme will finance plant and equipment worth over \$24.9 million over the plan period or average of \$2.5 million per annum. During the plan period, the reserves will increase by \$ 6.3 million.

8.3.2 RRRC Project Restoration Reserve

to meet lease obligations resulting from an early termination of the Ground Lease or at the expiry of the Ground Lease.

8.3.3 Office Project Reserve – 9 Aldous Place Booragoon

to fund capital renewal expenditure and non-recurrent maintenance expenditure for the Council property located at 9 Aldous Place Booragoon.

8.4 Asset Renewals

The Asset Management Plan has identified that plant and equipment worth over \$10 million may need to be renewed over the plan period. The majority of assets are to be financed by cash reserves.

- Mobile plant, the replacement strategy adopted by the SMRC for the mobile plant has been found to be representative of industry norms for economic useful life of equipment based on the hours worked and the residual values required.
- Fixed plant, an allocation has been adopted based on the new equipment suppliers recommendations for ongoing preventative maintenance.

8.5 New Asset Purchases

Additional new equipment will be determined and approved through annual budget approvals based on strategic direction, service delivery and available funding.

9. Risk Management Strategies

The Risk Management Plan follows the ISO 31000: 2009 principles and guidelines.

Major risks are reviewed regularly, operational risk treatment plans are reviewed each quarter and the Audit & Risk Committee reviews the major and strategic risks each quarter.

The Operational risk register for asset management is linked to the plant criticality profile. Business Impact Analysis identifies activity interruption and the estimated recovery time objective (RTO)

The risks associated with assets relate to the following:

- Plant and equipment failure and renewal
- Business Continuity for operations
- Loss of assets due to fire and theft
- Non availability of critical spares
- Contractor failure to deliver services or goods
- Poor project and engineering integrity

Other Risk Mitigation Strategies

- The Odour management system includes improvements and management action plans, such as the Bio-Filter Management Plan, the gas scrubbing equipment and humidifiers which fit a high risk profile due to their potential for odour release.

Other significant capital asset risks include;

- $\frac{3}{4}$ Containment of dust from screening, affecting work environment, buildings, odour control (Economic/Social risk).
- $\frac{3}{4}$ Corrosion of building fabric (Economic/Social risk). It is recommended that measures be implemented to clean internally and that protective coatings be renewed or repaired where necessary.
- $\frac{3}{4}$ Containment of air within buildings including fast activated doors to tip floor and sealing of structures (Economic/Social risk).

INTEGRATING OTHER INFORMING PLANS

10. Integrating Other Informing Plans

10.1 Corporate Business Plan (4 Year Plan)

The Projects identified in the Corporate Business Plan align with Asset Management Plan

PROJECTS		
<p>1.1 Optimise operations in recovery and re-use to add value</p> <p>1.2 Re-purpose facilities for re-processing plastics</p> <p>1.3 Re-purpose facilities for FOGO</p> <p>1.4 Re-purpose facilities for a residual waste transfer station</p>	<p>3.1 Investigate the viability of new technologies for waste recovery</p> <p>3.2 Be recognised as an industry leader in championing progressive solutions to materials recovery</p> <p>3.3. Lead trial projects to reuse recycled materials</p>	<p>5.1 Promote the Recycle Right Program amongst participants and other local governments as community education plan actions</p> <p>5.2 Partner with member councils and complementary organisations to promote behaviour change towards waste recovery and reuse</p> <p>a. Promote the benefits of source separation for 3 bin systems</p> <p>b. Kerbside Audits</p> <p>c. Bin Tagging Program</p> <p>d. rollout FOGO to MUDs</p> <p>e. rollout FOGO to mixed use and commercial</p>
<p>2.1 Pursue opportunities to partner with other organisations</p>	<p>4.1 Identify and deliver process improvements</p>	<p>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.</p> <p>6.2 Advocate for enhanced packaging design controls and extended producer responsibility.</p> <p>6.3 Advocate for legislations that limits the disposal of unprocessed MSW.</p>

INTEGRATING OTHER INFORMING PLANS

10.2 Long Term Financial Plan (LTFP)

Transfers to the Plant Replacement Reserve for the asset renewal program may be funded from the Net Surplus before Depreciation as estimated in the tables below.

10.3 Workforce Plan (WP)

Workforce Planning is a *“continuous process of shaping the workforce to ensure that it is capable of delivering organisational objectives now and in the future”* (Australian National Audit Office 2004)

The Workforce Plan identifies strategies to meet future workforce needs and the implications on current and future operating environments.

Maintenance teams consist of:

Manager, mechanical fitter and electrician roles

Administrative for supply and stores

Contractors and consultants

10.4 ICT Strategic Plan

Information and Communication Plan includes upgrading its integrated accounting software and asset maintenance program to be implemented in 2023.

CONCLUSION – IMPLEMENTATION & REVIEW OF PLAN

11. Conclusion – Implementation & Review of Plan

The Council will consider the content of this Plan when preparing the Annual Budget to ensure it closely aligns with the proposals in the Plan to meet its asset management obligations.

A review of the Plan will occur each year as budgets are prepared to account for performance information and changing circumstances. A broad review of its Plan occurs every year and a full review is planned once in every three years.



**Resource
Recovery
Group**

Recycle. Innovate. Educate.

Draft 2023-24 Annual Budget Parameters Report

Council Agenda 25 May 2023

RESOURCE RECOVERY GROUP

2023-24 Budget Parameters Report

Key Assumptions

- 3.5% - 5% increase applied to operating expenses, eg Service contracts with CPI annual adjustments and increases for most goods and services.
- 3.5% salary and wages increase + 0.5% compulsory super contribution (10.5% to 11%).
- Participants' total annual contribution towards operating budget for existing undertakings as follows:
 - Administration and R&D - \$112,800 increase by \$4,800
 - Education - \$399,379 – increase by \$13,504
- Estimates are based on contracted tonnages, including 19,500 tonnes pa from two new recycling customers.
- The parameters' does not allow for hypothetical additional tonnes that may be received during the year.
- Administrative overhead contribution reduced resulting from additional recycling tonnes. \$40 per tonne (22/23 \$55).
- Members' gate fees remain the same as 2022-23.
- \$4 million capital expenditure program carry over from 2022-23, mostly funded from reserves.
- Nil repayments for RRRC Project borrowings.
- Contribution from members of \$177K towards loan repayment (principal + interest) for Office Project.
- Council resolved in November 2022 to hold a Special Meeting of Council on Thursday 22 June 2023 at 4pm for budget adoption.

2023-24 Budget Parameters Report

Strategic Plan Projects considered in the Budget

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

2023-24 Budget Parameters Report

NET RESULTS BY BUSINESS UNIT

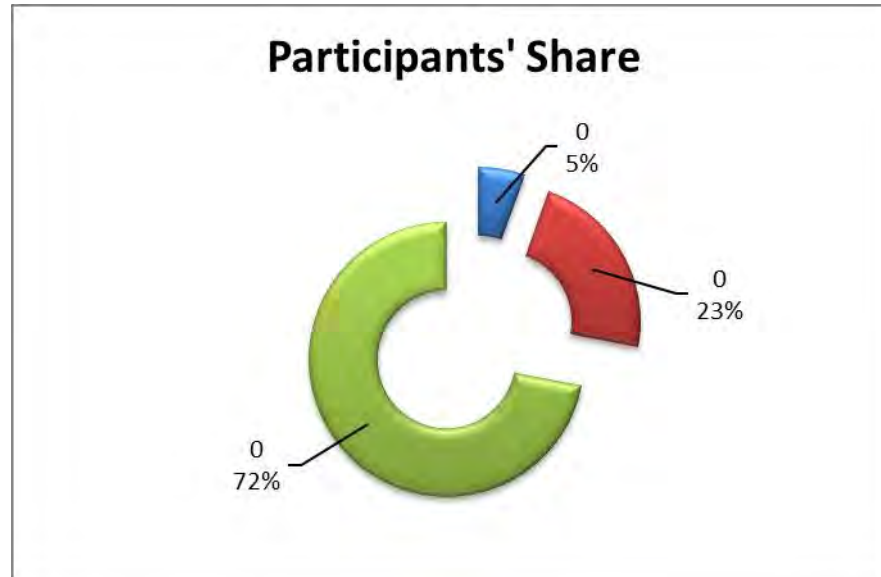
FY 2023-24					
RRRC PROJECT BUDGET	Tonnes	Opening	Revenue	Expenditure	Net
Material Recovery Facility	43,000		\$ 8,830,172	\$ 6,702,172	\$ 2,128,000
Green Waste Facility	8,462		\$ 687,245	\$ 329,245	\$ 358,000
WCF Fixed Costs			\$ -	\$ 1,278,800	\$ (1,278,800)
FOGO Operations	28,114		\$ 4,211,115	\$ 3,494,138	\$ 716,977
Overheads		\$ 370,300	\$ 1,724,000	\$ 5,018,478	\$ (2,924,178)
Red Bin Waste	13,600		\$ 2,174,000	\$ 2,174,000	\$ -
B/Forward Surplus Yr 1 (\$3M / 2nd of 3 years)		\$ 1,000,000			\$ 1,000,000
Total		\$ 1,370,300	\$ 17,626,532	\$ 18,996,833	\$ (0)
Admin		\$ 300,000	\$ 72,400	\$ 372,400	\$ -
Education			\$ 531,367	\$ 531,367	\$ -
Waste Audit			\$ 230,000	\$ 230,000	\$ -
MUD R&D		\$ 2,699	\$ -	\$ 2,699	\$ -
Office Project			\$ 177,315	\$ 177,315	\$ -
Business Development			\$ 476,800	\$ 476,800	\$ -
FOGO Education			\$ -	\$ -	\$ -
Total		\$ 1,672,999	\$ 19,114,414	\$ 20,787,414	\$ (0)

2023-24 Budget Parameters Report

PROPOSED CAPITAL EXPENDITURE 2023-24						
	Committed b/fwd	New Proposed	2022/23 Budget	Funding Source		
				Reserves	Operations	Grant
FIXED PLANT REPLACEMENT PROGRAM						
Materials Recovery Facility		536,800	536,800	536,800		
WCF Odour Fixed Plant		128,500	128,500	128,500		
Biofilter upgrade program		80,000	80,000	80,000		
			-	-		
MOBILE PLANT REPLACEMENT PROGRAM						
			-	-		
Front End Loader			-	-		
FOGO Trommel	650,000		650,000	400,000		250,000
Forklift			-	-		
Scissor Lift			-	-		
			-	-		
WCF BUILDING RE-PURPOSE PROGRAM						
			-	-		
Refurbish for tentantable use	375,000		375,000	375,000		
Fire Suppression System	1,600,000		1,600,000	1,600,000		
Aeration Building Refurbishment	420,000		420,000	420,000		
Transfer Station Refurbishment	93,150		93,150	93,150		
			-	-		
OTHER						
			-	-		
Solar Panels - Booragoon	10,000		10,000	10,000		
Waste Audit Bin Lifter		12,000	12,000	-	12,000	
Canning Vale CCTV upgrades		58,200	58,200	-	58,200	
			3,963,650	3,643,450	70,200	250,000

2023-24 Budget Parameters Report

POPULATION	Est Pop 2021		Est Pop 2022		Change	
East Fremantle	7,893	5.51%	8,060	5.41%	167	2.1%
Fremantle	31,901	22.25%	33,711	22.61%	1,810	5.7%
Melville	103,581	72.24%	107,311	71.98%	3,730	3.6%
Total	143,375	100.00%	149,082	100.00%	5,707	4.0%



2023-24 Budget Parameters Report

Members' Annual Contributions towards Governance,
Research and Education (increase Avg 3.7%)

ESTIMATED ANNUAL SMRC CONT	2023-24		Est Pop 2022			
	Est Pop 2022	Est Pop 2022 %	Total 2023-24	Total 2022-23	change \$	%
East Fremantle	8,060	5.41%	\$ 27,690	\$ 27,212	\$ 478	1.76%
Fremantle	33,711	22.61%	\$ 115,816	\$ 109,981	\$ 5,835	5.31%
Melville	107,311	71.98%	\$ 368,673	\$ 356,683	\$ 11,990	3.36%
Total	149,082	100.00%	\$ 512,179	\$ 493,875	\$ 18,304	3.71%

2023-24 Budget Parameters Report

Office Project

Members' Annual Contributions towards Borrowings

2023-24 Annual Repayments	
Principal	91,977
Interest	85,338
Total	177,315

Office Project Loan Balance	30-Jun-23		30-Jun-24	
Town of East Fremantle	5.51%	99,180	5.41%	92,343
City of Fremantle	22.27%	400,860	22.61%	386,225
City of Melville	72.22%	1,299,960	71.98%	1,229,456
		1,800,000		1,708,024

Annual Contributions					
Office Project Loan	Population	Est Pop 2022	Budget	Actual	Change
		%	2023-24	2022-23	\$
East Fremantle	8,060	5.41%	\$ 9,586	\$ 2,492	7,094
Fremantle	33,711	22.61%	\$ 40,095	\$ 10,072	30,023
Melville	107,311	71.98%	\$ 127,633	\$ 32,665	94,969
Total	149,082	100.00%	\$ 177,315	\$ 45,229	132,086

Participants agreed in November 2022 to refinance the office loan for a fixed 5.5 years repaying Principal & Interest with a refinancing balance at 30 June 2028 of \$1.3 million



**Resource
Recovery
Group**

Recycle. Innovate. Educate.

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2023-24 Budget Parameters Report

Administrative Overheads Contribution Members' Annual Contributions

A reduction in overheads contributions of \$15 /tonne is a result of two financial events

1. New additional recycling customers resulting in a \$500K operating surplus
2. Reduction in expenses for one executive position following the departure of the EMCS.

The proposed contribution fee for 2023/24 is \$40 /tonne.

Administrative Overheads	2023-24	2023-24	2022-23	2022-23
FOGO Members Tonnes	28,000		26,400	
Red Bin Members Tonnes	13,600		13,600	
Total Tonnes pa	41,600		40,000	
		P/tonne		P/tonne
Total Expense	\$ 5,000,000	\$ 120	\$ 4,900,000	\$ 123
Less MRF prior years Surplus	(1,000,000)	(24)	(1,000,000)	(25)
Less unspent B/Forward Surplus	(300,000)	(7)	(300,000)	(8)
Less operations surplus	(1,925,000)	(46)	(1,400,000)	(35)
Less Executive Position reduction	(124,800)	(3)		-
Net Contribution	1,650,200	\$ 40	2,200,000	\$ 55

2023-24 Budget Parameters Report

Draft Budget Reserve Balances as at 30 June 2024					
	Contingency	Restoration	Confere	Office	Total
30-Jun-23	\$ 7,610,609	\$ 1,844,219	\$ 25,000	\$ 290,212	\$ 9,770,040
Transfer To	100,000	290,000	-	-	390,000
Transfer From	(3,633,450)	-	-	(10,000)	(3,643,450)
30-Jun-24	\$ 4,077,159	\$ 2,134,219	\$ 25,000	\$ 280,212	\$ 6,516,590

STATEMENT

This policy sets out a structure for managing public question time at council meetings, pursuant to the Local Government Act 1995, its Regulations and ~~SMRC's any applicable Standing Orders~~ ~~Local Law~~.

Commented [AJ1]: Changed to take into account that there may be common standing orders applied in the LG reforms

SCOPE

The Policy assists Presiding Members to apply consistent and fair procedures in managing public questions at Council meetings.

OBJECTIVE

- Time must be made available at every council meeting (ordinary and special) and every committee meeting with delegated powers or duties, for members of the public to ask questions and have them responded to.
- To provide a clear set of procedures for the public to have an opportunity to ask questions and the requirement to manage proceedings at council meetings.

ROLES & RESPONSIBILITIES

Council

The Regional Council is to determine and adopt suitable procedures for managing public question time at council meetings.

Presiding Members of meetings (Chairperson)

The Chairperson of meetings is to be familiar with the rules of Public Question Time and shall manage questions as per this policy.

Chief Executive Officer

The Chief Executive Officer is to ensure the policy is consistent with the Local Government Act and Standing Orders ~~Local Law~~ and provided assistance to Presiding Members in managing public questions during meetings.

DEFINITIONS

“Presiding Member” means any person presiding at a meeting

“Relevant Person” ~~SMRC Resource Recovery Group~~ regional councillor or employee

CONTENT

Introduction

Issued: April 2023	Review Date: April 2025	Title: COUNCIL POLICY NO 1.13 PUBLIC QUESTION TIME	Version 7
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- Question Time will be limited to fifteen (15) minutes or earlier if there are no further questions, and be the first item of business at each Council Meeting following disclosure of interests, at the start of the Council Meeting.
- At any Ordinary Council Meeting the public will be able to ask questions relating to a matter involving the regional local government, not just relating to an item on the agenda. Questions asked at a Special Council Meeting or Committee meeting to which the local government has delegated a power or duty can only relate to the purpose of the meeting.
- To provide all members of the public with an equal and fair opportunity to ask questions, persons with multiple questions may be asked after the second question to wait until others have asked questions and then if time permitting may continue to ask further questions. Sub-parts of questions will be counted as a question.

Submitting Questions

- All questions must be submitted in writing, along which the name and address of the person submitting, **prior to the commencement of the Council Meeting**
- All questions will be registered.
- It is recommended that complex questions requiring research be submitted in writing to the **SMRC RRG** three (3) working days prior to the Council Meeting in order to allow the **SMRC RRG** sufficient time to prepare a response
- Written questions can be provided in the following forms:
 - a. Emails sent to smrc@smrc-com.au or admin@resourcerecoverygroup.com.au, subject line: "Questions for Council Meeting", two (2) hours before the meeting commence time.
 - b. On the day of Council Meetings, written questions are to be registered ~~and placed in the "Questions Tray" with the Administration Officer~~ located ~~in~~ **at** the meeting venue. The register will be open thirty (30) minutes prior to the commencement of the Council Meeting.
 - c. Members of the public may submit questions up until the commencement of the Council Meeting, but all questions must be submitted in writing and the details of the person asking the question/s must be added to the Register. **SMRC RRG** staff will be available at the meeting to assist members of the public in understanding the procedure and submitting questions.
- All questions should not contain defamatory remarks, offensive language or questioning the competency of councillors or employees. Questions should be on the issue rather than on individuals.

Procedure at Council Meetings

- During the Council Meeting persons who have registered their questions will be the only persons able to speak. The first priority will be given to persons who are asking questions relating to items on the current meeting agenda. The second priority will be given to other questions.
- Where questions are registered, but the person fails to attend the meeting, the question will not be put to the meeting and the CEO is to reply in writing at a time after the meeting.

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- The Presiding Member will manage public question time and ensure that each person wishing to ask a question is given a fair and equal opportunity to do so. A person wishing to ask a question should state their name and address before asking the question. If the question relates to an item on the agenda, the item number should also be stated.
- The person should then proceed to ask their questions one at a time. Questions should not include statements or express opinions, nor be offensive or defamatory.
- The presiding member will respond to the question or nominate a relevant person to respond on behalf of the council. Questions may be taken on notice and responded to after the meeting.
- Questions may not be directed at specific members of council or employees. Address all question to the Chair.
- Questions are not to be framed in such a way as to reflect adversely on a particular councillor or employee.
- There is no debate or discussion permitted on any question or response.
- Public question time is declared closed following the expiration of the allocated fifteen (15) minute time period, or earlier if there are no further questions. By resolution of Council the public question time period may be extended for a further period as nominated in the resolution.

In accordance with Local Government (Administration) Regulation 7(5) if a question relating to a matter in which a relevant person has an interest, as referred to in section 5.60, is directed to the relevant person, the relevant person is to:

- declare that he or she has an interest in the matter; and
- allow another person to respond to the question.

While the above regulation prohibits a person responding to a question relating to a matter in which they have an interest, the Act does not require that person to leave the meeting or comply with any other requirement for disclosing interests.

After the Council Meeting

- Recording questions and responses given during public question time to be recorded as a summary (not verbatim) in the minutes in accordance with local government regulations.
- Where questions are taken on notice, a summary of the question is recorded in the minutes and the CEO is to ensure a written response is provided to the questioner in a timely manner after the meeting.
- A summary of the response to the questions taken on notice must be recorded in the minutes of the next council or committee meeting. (Also noting that the questioner has received the response).

REFERENCES & REVIEW

Statutory Compliance	Local Government Act 1995 Section 5.24 Local Government (Administration) Regulations 5, 6, 7
Organisational Compliance	SMRC Standing Orders Amendment Local Law 2009 Section 3.4

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Next Revision Date	May 2025 August 2023	
Related Documents	"Managing Public Question Time" Dept of Local Government Guidelines No 3 "Public Question Time" Form	
Policy Administration	Responsible Officer	Review Cycle
Corporate	Executive Manager Corporate Services	Biennial
Risk Rating	Operational Risk Register – Risk Low	
Location of document	SMRC-RRG Website – Meetings SMRC-RRG Website – Members Area Staff Intranet SMRC - 9 Aldous Place, Booragoon – Corporate Services RRRC - 350 Bannister Road, Canning Vale – staff room	

DOCUMENT CONTROL REGISTER

Date	Review	No.	Author	Resp Officer	Council
2012	Original	1	DCS	DCS	26/07/2012
2014	Review	2	EMCS	EMCS	28/08/2014
2016	Review	3	EMCS	EMCS	27/10/2016
2018	Review	4	EMCS	EMCS	16/08/2018
2020	Review	5	EMCS	EMCS	27/02/2020
2021	Review	6	CSM	EMCS	27/05/2021
2023	Review	7	MGC	EMCS	

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DIVISION 1 – PRELIMINARY PROVISIONS

1. Citation

These are the ~~Southern Metropolitan Regional Council~~ Resource Recovery Group standards for CEO recruitment, performance and termination.

1.1. Legislation

The Local Government (Administration) Amendment Act 2021 introduced mandatory minimum standards for the recruitment, selection, performance review and termination of employment in relation to local government Chief Executive Officers (CEOs).

~~Section 5.39A(1) of the Local Government Act 1995 sets out the Model standards for CEO recruitment, performance and termination. And Part 4 of the Local Government (Administration) Regulations 1996 also apply.~~

~~On 2 February 2021 the following new legislation (collectively known as the new regulations):~~

- ~~• local government (model code of conduct) regulations 2021;~~
- ~~• local government (administration) amendment regulations 2021; and~~
- ~~• local government regulations amendment (employee code of conduct) regulations 2021,~~

~~were gazetted and came into effect on 3 February 2021, with an implementation phase of up to three months, during which time the Council will be required to undertake a series of actions to operationalise the new requirements.~~

2. Terms used

(1) In these standards —

Act means the Local Government Act 1995;

additional performance criteria means performance criteria agreed by the local government and the CEO under clause 16(1)(b);

applicant means a person who submits an application to the local government for the position of CEO;

contract of employment means the written contract, as referred to in section 5.39 of the Act, that governs the employment of the CEO;

contractual performance criteria means the performance criteria specified in the CEO's contract of employment as referred to in section 5.39(3)(b) of the Act;

job description form means the job description form for the position of CEO approved by the local government under clause 5(2);

local government means the ~~Southern Metropolitan Regional Council~~ Resource Recovery Group;

selection criteria means the selection criteria for the position of CEO determined by the local government under clause 5(1) and set out in the job description form;

selection panel means the selection panel established by the local government under clause 8 for the employment of a person in the position of CEO.

(2) Other terms used in these standards that are also used in the Act have the same meaning as they have in the Act, unless the contrary intention appears.

DIVISIONS 2 - Standards for recruitment of CEOs

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3. Overview of Division

This Division sets out standards to be observed by the local government in relation to the recruitment of CEOs.

4. Application of Division

(1) Except as provided in subclause (2), this Division applies to any recruitment and selection process carried out by the local government for the employment of a person in the position of CEO.

(2) This Division does not apply —

(a) if it is proposed that the position of CEO be filled by a person in a class prescribed for the purposes of section 5.36(5A) of the Act; or

(b) in relation to a renewal of the CEO’s contract of employment, except in the circumstances referred to in clause 13(2).

5. Determination of selection criteria and approval of job description form

(1) The local government must determine the selection criteria for the position of CEO, based on the local government’s consideration of the knowledge, experience, qualifications and skills necessary to effectively perform the duties and responsibilities of the position of CEO of the local government.

(2) The local government must, by resolution of an absolute majority of the council, approve a job description form for the position of CEO which sets out —

(a) the duties and responsibilities of the position; and

(b) the selection criteria for the position determined in accordance with subclause (1).

6. Advertising requirements

(1) If the position of CEO is vacant, the local government must ensure it complies with section 5.36(4) of the Act and the Local Government (Administration) Regulations 1996 regulation 18A.

(2) If clause 13 applies, the local government must advertise the position of CEO in the manner referred to in the Local Government (Administration) Regulations 1996 regulation 18A as if the position was vacant.

7. Job description form to be made available by local government

If a person requests the local government to provide to the person a copy of the job description form, the local government must —

(a) inform the person of the website address referred to in the Local Government (Administration) Regulations 1996 regulation 18A(2)(da); or

(b) if the person advises the local government that the person is unable to access that website address —

(i) email a copy of the job description form to an email address provided by the person; or

(ii) mail a copy of the job description form to a postal address provided by the person.

8. Establishment of selection panel for employment of CEO

(1) In this clause —

independent person means a person other than any of the following —

(a) a council member;

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- (b) an employee of the local government;
- (c) a human resources consultant engaged by the local government.

(2) The local government must establish a selection panel to conduct the recruitment and selection process for the employment of a person in the position of CEO.

- (3) The selection panel must comprise —
- (a) at least three (3) council members; and
 - (b) at least 1 independent person.

9. Recommendation by selection panel

(1) Each applicant's knowledge, experience, qualifications and skills must be assessed against the selection criteria by or on behalf of the selection panel.

(2) Following the assessment referred to in subclause (1), the selection panel must provide to the local government —

- (a) a summary of the selection panel's assessment of each applicant; and
- (b) unless subclause (3) applies, the selection panel's recommendation as to which applicant or applicants are suitable to be employed in the position of CEO.

(3) If the selection panel considers that none of the applicants are suitable to be employed in the position of CEO, the selection panel must recommend to the local government —

- (a) that a new recruitment and selection process for the position be carried out in accordance with these standards; and
- (b) the changes (if any) that the selection panel considers should be made to the duties and responsibilities of the position or the selection criteria.

(4) The selection panel must act under subclauses (1), (2) and (3) —

- (a) in an impartial and transparent manner; and
- (b) in accordance with the principles set out in section 5.40 of the Act.

(5) The selection panel must not recommend an applicant to the local government under subclause (2)(b) unless the selection panel has —

- (a) assessed the applicant as having demonstrated that the applicant's knowledge, experience, qualifications and skills meet the selection criteria; and
- (b) verified any academic, or other tertiary level, qualifications the applicant claims to hold; and
- (c) whether by contacting referees provided by the applicant or making any other inquiries the selection panel considers appropriate, verified the applicant's character, work history, skills, performance and any other claims made by the applicant.

(6) The local government must have regard to, but is not bound to accept, a recommendation made by the selection panel under this clause.

10. Application of cl. 5 where new process carried out

(1) This clause applies if the local government accepts a recommendation by the selection panel under clause 9(3)(a) that a new recruitment and selection process for the position of CEO be carried out in accordance with these standards.

(2) Unless the local government considers that changes should be made to the duties and responsibilities of the position or the selection criteria —

- (a) clause 5 does not apply to the new recruitment and selection process; and

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CORPORATE POLICY NO 1.16 CEO RECRUITMENT, PERFORMANCE AND TERMINATION

(b) the job description form previously approved by the local government under clause 5(2) is the job description form for the purposes of the new recruitment and selection process.

11. Offer of employment in position of CEO

Before making an applicant an offer of employment in the position of CEO, the local government must, by resolution of an absolute majority of the council, approve —

- (a) the making of the offer of employment to the applicant; and
- (b) the proposed terms of the contract of employment to be entered into by the local government and the applicant.

12. Variations to proposed terms of contract of employment

(1) This clause applies if an applicant who is made an offer of employment in the position of CEO under clause 11 negotiates with the local government a contract of employment (the negotiated contract) containing terms different to the proposed terms approved by the local government under clause 11(b).

(2) Before entering into the negotiated contract with the applicant, the local government must, by resolution of an absolute majority of the council, approve the terms of the negotiated contract.

13. Recruitment to be undertaken on expiry of certain CEO contracts

(1) In this clause —

commencement day means the day on which the Local Government (Administration) Amendment Regulations 2021 regulation 6 comes into operation.

(2) This clause applies if —

(a) upon the expiry of the contract of employment of the person (the incumbent CEO) who holds the position of CEO —

(i) the incumbent CEO will have held the position for a period of 10 or more consecutive years, whether that period commenced before, on or after commencement day; and

(ii) a period of 10 or more consecutive years has elapsed since a recruitment and selection process for the position was carried out, whether that process was carried out before, on or after commencement day;

and

(b) the incumbent CEO has notified the local government that they wish to have their contract of employment renewed upon its expiry.

(3) Before the expiry of the incumbent CEO's contract of employment, the local government must carry out a recruitment and selection process in accordance with these standards to select a person to be employed in the position of CEO after the expiry of the incumbent CEO's contract of employment.

(4) This clause does not prevent the incumbent CEO's contract of employment from being renewed upon its expiry if the incumbent CEO is selected in the recruitment and selection process referred to in subclause (3) to be employed in the position of CEO.

14. Confidentiality of information

The local government must ensure that information provided to, or obtained by, the local government in the course of a recruitment and selection process for the position of CEO is not disclosed, or made use of, except for the purpose of, or in connection with, that recruitment and selection process.

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Division 3 — Standards for review of performance of CEOs

15. Overview of Division

This Division sets out standards to be observed by the local government in relation to the review of the performance of CEOs.

16. Performance review process to be agreed between local government and CEO

- (1) The local government and the CEO must agree on —
 - (a) the process by which the CEO's performance will be reviewed; and
 - (b) any performance criteria to be met by the CEO that are in addition to the contractual performance criteria.

- (2) Without limiting subclause (1), the process agreed under subclause (1)(a) must be consistent with clauses 17, 18 and 19.

- (3) The matters referred to in subclause (1) must be set out in a written document.

17. Carrying out a performance review

- (1) A review of the performance of the CEO by the local government must be carried out in an impartial and transparent manner.

- (2) The local government must —
 - (a) collect evidence regarding the CEO's performance in respect of the contractual performance criteria and any additional performance criteria in a thorough and comprehensive manner; and
 - (b) review the CEO's performance against the contractual performance criteria and any additional performance criteria, based on that evidence.

18. Endorsement of performance review by local government

Following a review of the performance of the CEO, the local government must, by resolution of an absolute majority of the council, endorse the review.

19. CEO to be notified of results of performance review

After the local government has endorsed a review of the performance of the CEO under clause 18, the local government must inform the CEO in writing of —

- (a) the results of the review; and
- (b) if the review identifies any issues about the performance of the CEO — how the local government proposes to address and manage those issues.

Division 4 — Standards for termination of employment of CEOs

20. Overview of Division

This Division sets out standards to be observed by the local government in relation to the termination of the employment of CEOs.

21. General principles applying to any termination

Issued: May 2023 ⁴	Review Date: May 2025 ³	Title: CORPORATE POLICY NO 1.16 CEO RECRUITMENT, PERFORMANCE AND	Version 2 ⁴
Prepared: EMCSMGC	Reviewed by: EMCSMGC	Approved: CEO	Page 5 of 7
Printed documents are not controlled. Check the electronic version for the latest version			

CORPORATE POLICY NO 1.16 CEO RECRUITMENT, PERFORMANCE AND TERMINATION

(1) The local government must make decisions relating to the termination of the employment of a CEO in an impartial and transparent manner.

(2) The local government must accord a CEO procedural fairness in relation to the process for the termination of the CEO's employment, including —

- (a) informing the CEO of the CEO's rights, entitlements and responsibilities in relation to the termination process; and
- (b) notifying the CEO of any allegations against the CEO; and
- (c) giving the CEO a reasonable opportunity to respond to the allegations; and
- (d) genuinely considering any response given by the CEO in response to the allegations.

22. Additional principles applying to termination for performance-related reasons

(1) This clause applies if the local government proposes to terminate the employment of a CEO for reasons related to the CEO's performance.

(2) The local government must not terminate the CEO's employment unless the local government has —

- (a) in the course of carrying out the review of the CEO's performance referred to in subclause (3) or any other review of the CEO's performance, identified any issues (the performance issues) related to the performance of the CEO; and
- (b) informed the CEO of the performance issues; and
- (c) given the CEO a reasonable opportunity to address, and implement a plan to remedy, the performance issues; and
- (d) determined that the CEO has not remedied the performance issues to the satisfaction of the local government.

(3) The local government must not terminate the CEO's employment unless the local government has, within the preceding 12-month period, reviewed the performance of the CEO under section 5.38(1) of the Act.

23. Decision to terminate

Any decision by the local government to terminate the employment of a CEO must be made by resolution of an absolute majority of the council.

24. Notice of termination of employment

(1) If the local government terminates the employment of a CEO, the local government must give the CEO notice in writing of the termination.

(2) The notice must set out the local government's reasons for terminating the employment of the CEO.

Issued: May 2023 ⁴	Review Date: May 2025 ³	Title: CORPORATE POLICY NO 1.16 CEO RECRUITMENT, PERFORMANCE AND	Version 2 ⁴
Prepared: <u>EMCSMGC</u>	Reviewed by: <u>EMCSMGC</u>	Approved: CEO	Page 6 of 7
Printed documents are not controlled. Check the electronic version for the latest version			

CORPORATE POLICY NO 1.16 CEO RECRUITMENT, PERFORMANCE AND TERMINATION

6.0 REFERENCES & REVIEW

Statutory Compliance	<ul style="list-style-type: none"> ▪ Local Government Act 1995 ▪ Local Government (Administration) Regulations 20211996 ▪ SMRC Standing Orders Local Law 2008 	
Organisational Compliance	<ul style="list-style-type: none"> ▪ Code of Conduct for Councillors and Committee and Group Members ▪ CEO Performance Review Committee Policy 1.10 ▪ CEO Contract of Employment 	
Approved by	Regional Council	
Next Revision Date	May 202 5 3	
Related Documents		
Policy Administration	Responsible Officer	Review Cycle
Corporate	Executive Manager Corporate Services	Biennial
Risk Rating	Operational Risk Register – Risk Medium	
Location of document	Staff Intranet Website SMRC, 9 Aldous Place, Booragoon – Corporate Services	

7.0 DOCUMENT CONTROL REGISTER

Date	Review	No.	Author	Resp Officer	Council
2021	Original	1	EMCS	CEO	27/05/2021
2023	Review	2	MGC	CEO	

Issued: May 202 3 4	Review Date: May 202 5 3	Title: CORPORATE POLICY NO 1.16 CEO RECRUITMENT, PERFORMANCE AND	Version 2 4
Prepared: EMCS MGC	Reviewed by: EMCS MGC	Approved: CEO	Page 7 of 7
Printed documents are not controlled. Check the electronic version for the latest version			

STATEMENT

The ~~Southern Metropolitan Regional Council~~ is committed to ensuring that employees are taking Resource Recovery Group encourages staff to access their leave entitlements to promote employee wellbeing and productivity and effectively manage the financial liability of excess leave accruals.

SCOPE

This Policy applies to all employees of ~~SMRC~~ Resource Recovery Group.

OBJECTIVES

1. To ensure all employees receive their leave entitlements in accordance with ~~award or employment~~ the relevant industrial instrument and contract provisions.
2. To provide guidelines for ensuring leave entitlements are taken within appropriate time-frames.
- 2.3. Promote the positive benefits of taking leave when it becomes due.

DEFINITIONS

Term	Definition
LSL	Long Service Leave
Deed of Compromise	Written agreement between SMRC Resource Recovery Group and the employee where the employee has chosen to relinquish the taking of leave in return for a cash payment in lieu of that leave
<u>Continuous Service</u>	<u>Service under an unbroken contract of employment and includes any period of leave or absence authorised by Resource Recovery Group or by an industrial agreement, contract of employment of the Minimum Conditions of Employment Act 1993.</u> <u>Periods of Leave With Out Pay (LWOP) will break continuous service, however approved unpaid leave such as unpaid Parental Leave will not.</u>
<u>Industrial Instrument</u>	<u>Award of industrial agreement registered by the WA Industrial Relations Commission</u>

ROLES AND RESPONSIBILITIES

Regional Council

Are responsible for monitoring

~~To monitor~~ the Chief Executive's leave management as part of the annual performance review.

Chief Executive Officer

~~The Chief Executive Officer~~ is responsible in managing all employee leave ~~under the~~ in accordance with prescribed ~~Regulations~~ Legislation, Agreements, Contracts and Guidelines. The CEO reports

Issued: <u>May 2023</u>	Review Date: <u>May 2025</u>	Title: <u>COUNCIL POLICY NO 3.1 LEAVE MANAGEMENT</u>	Version <u>8</u>
Prepared: <u>HRO</u>	Reviewed by: <u>MGC</u>	Approved: <u>SMG</u>	<u>Page 1 of 5</u>
<u>Printed documents are not controlled. Check the electronic version for the latest version</u>			

his leave arrangements to the Chairperson, or in the absence of the Chairperson to the Deputy Chairperson.

Managers / Supervisors

~~Managers and supervisors are~~ responsible for employee leave plans and ensuring that employees are encouraged and able to use their accrued leave promptly and regularly. the correct leave procedure is adhered to.

Human Resources Manager

~~The Human Resources Manager is~~ responsible for assisting employees with the practical aspects of taking their leave entitlements and ensuring that accrued employee leave is taken in a timely manner and in accordance with policy.

Assistant Accountant

Is responsible for the accurate accrual of employees leave entitlements.

Employees

~~Each individual staff member is required to~~Are responsible for ensuring that they use their leave entitlements in accordance with Award or Employment Contract provisions this policy and the relevant Industrial Instrument.

CONTENT

Annual Leave

Annual leave shall be given and taken in ~~such period or periods and at such a time or at such times that are~~ mutually convenient to the employer and the employee and, except as provided below, within twelve months of the date when the accrued leave is due.

Operational staff receive leave loading in addition to the base rate of pay during periods of annual leave to compensate for shift loading, allowances and overtime, refer award to the relevant industrial agreement for further details.

Requirement to take annual leave – excessive accrual and annual close-down

An employer may require an employee to take annual leave by giving at least four weeks' notice in the following circumstances:

- a. As part of a close-down of its operations; or
- b. Where more than eight weeks' leave is accrued, and providing four weeks' notice is given by the employer, an employee may be requested to take annual leave provided that the employee retains a balance of at least eight weeks.

Issued: <u>May 2023</u>	Review Date: <u>May 2025</u>	Title: <u>COUNCIL POLICY NO 3.1 LEAVE MANAGEMENT</u>	<u>Version 8</u>
Prepared: <u>HRQ</u>	Reviewed by: <u>MGC</u>	Approved: <u>SMG</u>	<u>Page 2 of 5</u>
<u>Printed documents are not controlled. Check the electronic version for the latest version</u>			

- c. In special circumstances, an employee may apply in writing to the CEO to be granted an extension.

Payment in Lieu of Annual Leave

~~Other arrangements such as receiving~~ Employees may request payment in lieu of annual leave as provided for in their applicable Industrial Instrument. In all cases:

- The employee must provide the employee with a written election to cash out the annual leave;
- The rate of pay at which the annual leave is paid out must be at least the rate of pay that the employee is entitled to receive at the time of making the election; and
- ~~The employer authorises the employee to forgot the amount of leave, are only considered and approved by the CEO, or in the case of the CEO by the SMRC, provided that the employee retains a balance of not less than four weeks leave entitlement, or such other arrangements as deemed satisfactory by the CEO, or in the case of the CEO by the Council, and is subject to the employee's well-being and reasons such as financial hardship.~~

~~The CEO and the employee agree to sign a "Deed of Compromise" to that effect.~~

➤ 2021 SMRC RRRRC Enterprise Agreement

Employees may cash out annual leave but must retain a balance of at least four weeks leave entitlement.

➤ 2020 Local Government Industry Award

Employees may cash out annual leave provided:

- An agreement must not result in the employee's remaining accrued entitlement to paid annual leave being less than 4 weeks.
- The maximum amount of accrued paid annual leave that may be cashed out in any period of 12 months is 2 weeks.

Long Service Leave

Having regard to the provisions of the Local Government (Long Service Leave) Regulations, the following shall apply:

Employees who are eligible for LSL may request the following leave arrangements -:

- a. Take 13 weeks leave at normal pay (paid in advance or f/nightly)
- b. Take half pay but double the time (6mths leave) (reg 6A)
- c. Take half leave but double the pay (6.5weeks) (reg 6B)
- d. Leave can be taken in ~~three (3)~~ one consecutive period, or if the worker and employer so agree, in 2 or more separate periods (reg 7(1)(d))

Employees must provide a written application giving at least two month's notice of the date from which the LSL is to be taken.

~~The above leave arrangements~~ Approval of periods of long service leave that are greater than 20 working days or involve the taking of leave at half pay or double pay, are subject to CEO's approval (or in the case of the CEO, the Council). Options "b" to "d" are only approved at such times mutually

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<u>Prepared: HRO</u>	<u>Reviewed by: MGC</u>	<u>Approved: SMG</u>	<u>Page 3 of 5</u>
<u>Printed documents are not controlled. Check the electronic version for the latest version</u>			

convenient to the employer and the employee and, except as provided below, within six months of the date when the accrued leave is due.

In special circumstances, and with the consent of the CEO, an employee may apply in writing to the CEO requesting to defer the taking of any entitled LSL, or any part thereof not taken after 6 months when the leave was due.

Where the LSL has been postponed beyond the period of 6 months when it was due to meet the convenience of the employee, the rate of payment for that leave shall be the rate applicable at the end of the six months,

Where the LSL has been postponed beyond the period of 6 months to meet the convenience of the employer, the rate of payment for that leave shall be the current rate applicable at the time of commencing leave.

General Leave Entitlements

Unless specified above, all leave entitlements are as per the employee's contract of employment, Southern Metropolitan Regional Council Regional Resource Recovery Centre Enterprise Agreement 2021, Local Government Industry Award 2020 Industrial Agreement or any other employee legislation or regulations in force at the time.

<u>Issued: May 2023</u>	<u>Review Date: May 2025</u>	<u>Title: COUNCIL POLICY NO 3.1 LEAVE MANAGEMENT</u>	<u>Version 8</u>
<u>Prepared: HRO</u>	<u>Reviewed by: MGC</u>	<u>Approved: SMG</u>	<u>Page 4 of 5</u>
<u>Printed documents are not controlled. Check the electronic version for the latest version</u>			

REFERENCES & REVIEW

Statutory Compliance	<ul style="list-style-type: none"> ▪ Local Government Industry Award 2020 ▪ National Employment Standards 2009 <u>Minimum Conditions of Employment Act 1993</u> ▪ <u>Local Government (Long Service Leave) Regulations</u> 	
Organisational Compliance	<ul style="list-style-type: none"> ▪ <u>Employee Awards or Contracts</u> ▪ <u>Local Government Industry Award 2020 industrial agreement</u> ▪ Southern Metropolitan Regional Council Regional Resource Recovery Centre Enterprise Agreement 2021 	
Approved by	Regional Council — Resolution No:	
Related Documents	<ul style="list-style-type: none"> • All relevant HR policies and procedures • Leave Application Form • Request for Leave Deferral Form • Request for Payment In Lieu of Taking Leave Form 	
Next Revision Date	June 202 5 <u>3</u>	
Policy Administration	Responsible Officer	Review Cycle
Corporate (HR)	Executive Manager Corporate Services <u>Manager Governance & Culture</u>	Biennial
Risk Rating	Medium	
Location of document	<u>SMRC-RRG</u> Website – Members Area Staff Intranet <u>SMRCRRG</u> , 9 Aldous Place, Booragoon – Corporate Services <u>RRRCVC</u> , 350 Bannister Road, Canning Vale – staff room	

DOCUMENT CONTROL REGISTER

Date	Review	No.	Author	Resp Officer	Council
2007	Original	1	MAF	MAF	24/8/2007
2009	Review	2	HRO		
2012	Review	3	DCS	DCS	26/07/2012
2014	Review	4	EMCS	EMCS	28/08/2014
2016	Review	5	EMCS	EMCS	28/04/2016
2019	Review	6	EMCS	EMCS	27/06/2019
2021	Review	7	HRM	EMCS	27/05/2021
<u>2023</u>	<u>Review</u>	<u>8</u>	<u>HRO</u>	<u>MGC</u>	

<u>Issued: May 2023</u>	<u>Review Date: May 2025</u>	<u>Title: COUNCIL POLICY NO 3.1</u> <u>LEAVE MANAGEMENT</u>	<u>Version 8</u>
<u>Prepared: HRO</u>	<u>Reviewed by: MGC</u>	<u>Approved: SMG</u>	<u>Page 5 of 5</u>
<u>Printed documents are not controlled. Check the electronic version for the latest version</u>			

1.0 STATEMENT

The ~~Southern Metropolitan Regional Council (SMRC)~~ Resource Recovery Group is committed to providing effective education and information to the community. In addition to conventional media, Ssocial mMedia provides:

- an opportunity for timely responses to current issues;
- broader information dissemination;
- targeted reach of education materials;
- a forum for enquiry and respectful communication.

2.0 SCOPE

The scope of this policy applies to all ~~SMRC-RRG~~ staff, volunteers and contractors. It applies to any Social Media platform being used on behalf of ~~SMRC-RRG~~ or where reference to ~~SMRC-RRG~~ is made.

Social Media is web-based communication tools that enable people to interact with each other by both sharing and consuming information.

At ~~the SMRCRRG~~ we use the term “Social Media” to describe any kind of tool that you can use for sharing what you know, including (but not limited to) the list above.

3.0 OBJECTIVE

To set clearly defined guidelines for all ~~SMRC-RRG~~ staff, volunteers or contractors whom are users of Social Media.

4.0 ROLES & RESPONSIBILITIES

Council

Council is responsible for adopting the policy and adopting any further changes subject to review on an annual basis.

Chief Executive Officer

The Chief Executive Officer is responsible for ensuring the policy meets the ongoing requirements of the Project Participants.

Communications & Marketing Manager

The Communications & Marketing Manager is responsible for the development of and subsequent review of the Social Media Policy.

Waste Education/~~Project Communication~~ Officers

The Waste Education/~~Project Communication~~ Officers are responsible for ensuring that the policy is adhered to.

Issued: February 2023 ⁴	Review Date: February 2025 ²	Title: CORPORATE-COUNCIL POLICY NO 4.12 SOCIAL MEDIA	Version <u>2</u> ⁴
Prepared: <u>MGCGM</u>	Reviewed by: EMCS	Approved: CEO	Page 1 of 4
Printed documents are not controlled. Check the electronic version for the latest version			

5.0 CONTENT

The following outlines a recommended approach to the use of Social Media within the SMRCRRG. This policy establishes the use of social media within the organisation to make content, provide feedback and communicate with others who are interested in waste education, recycling, reduction, avoidance, etc. It will also help the SMRC-RRG to find new ways of engaging people who live, work or spend time in the City of Fremantle, City of Melville, ~~City of Kwinana~~, Town of East Fremantle as well as expand its reach to the wider Perth and WA regional communities (including Recycle Right Members).

1) Purpose

SMRC-RRG uses Social Media for:

Communication

Social Media tools are used to tell people what's happening within SMRC/RRRCRRG/Recycle Right and our Members Councils/Recycle Right Members. For example, using SMRC's-RRG's Facebook and Instagram pages to promote events and to share the latest news.

Engagement

Social Media is used to help people to get involved in their community and in local decision making by encouraging discussion on a range of different topics across the different platforms such as Facebook, YouTube and LinkedIn.

Collaboration

Social Media is used to find new, more efficient ways of working together with the community. The SMRCRRG's expansion into Social Media provides the opportunity to encourage residents to share content, thoughts and ideas across different platforms.

2) Organisational Use

Any use of Social Media within SMRC-RRG must:

Follow the SMRCRRG's Social Media process and guidelines. These guidelines are in addition to any professional standards that govern specific areas of work, and in addition to all other relevant policies.

New SMRC/RRRCRRG/Recycle Right social media sites or accounts, can only be set up and managed by the SMRC-RRG Communications Team, unless otherwise agreed. Any staff with suggestions to set up an account should contact the Communications & Marketing Manager.

The SMRC-RRG may maintain a combination of social media accounts, including but not limited to:

- Social Networks – Facebook, LinkedIn, Instagram; Twitter
- Media Sharing Networks – YouTube, Podcasts, TikTok;
- Blogging Networks – Twitter, WordPress;
- Mobile Phone Applications;
- Texting; and
- Collaboration Tools – Teams, Zoom, Google, Dropbox-

In accordance with State Government recommendations RRG no longer uses Tik Tok.

Issued: February 2023 ⁴	Review Date: February 2025 ²	Title: <u>CORPORATE-COUNCIL</u> POLICY NO 4.12 SOCIAL MEDIA	Version <u>24</u>
Prepared: <u>MGCGM</u>	Reviewed by: EMCS	Approved: CEO	Page 2 of 4
Printed documents are not controlled. Check the electronic version for the latest version			

3) Personal Use

The ~~SMRC-RRG~~ recognises that its staff may wish to use Social Media outside the context of the workplace. This policy is not intended to discourage nor unduly limit personal expression or online activities.

However, staff must recognise the need for caution through personal use of Social Media. The nature of Social Media often identifies the place of work of the individual using it. In any circumstance where a staff member is using Social Media outside the context of the workplace and can be identified as a ~~SMRC-RRG~~ employee, contractor or volunteer, they are personally responsible for the content published. Any opinion or comment made should be identified as that of the staff member and not those of the ~~SMRC-RRG~~ or it's Member Councils. When in doubt, staff should seek guidance from the Communications Team on how to comply with these obligations.

4) Social Media Management

The ~~SMRCRRG~~'s use of Social Media is intended to be holistic, cross-functional, and owned by all Service Areas.

All social media accounts will be monitored/moderated by members of the Communications Team, as determined by the Communications & Marketing Manager. Accountability for overall development, implementation and deployment of ~~SMRCRRG~~'s Social Media Strategy shall be coordinated by the Communications Team.

The ~~SMRC-RRG~~ will aim to respond to general public enquiries / comments within 24 hours of receiving them.

Any material created for display on a ~~SMRC-RRG~~ social network site will be prepared to a consistently high standard, using approved templates and branding and approved by the Communications & Marketing Manager, or approved proxy, before going live / being posted.

When online under the name of the ~~SMRCRRG~~, contributors should refrain from liking, sharing or reacting to posts created by third parties unless the material aligns with the aims of the ~~SMRCRRG~~, as these reactions are seen as endorsements of the material posted.

All defamatory postings will be removed by the Communications Team at their discretion. Defamatory postings include but are not limited to those that are racist, sexist, threatening, insulting, unlawful and threatening to another's privacy.

Where misinformation or factually incorrect information is posted in response to a ~~SMRC-RRG~~ post, comments should encourage the original poster to make contact with the ~~SMRC-RRG~~ Communications Team for clarification.

Where a third party contributor to a ~~SMRC-RRG~~ social media account is identified as posting content which is deleted in accordance with the above, the ~~SMRC-RRG~~ may, at its discretion, block the contributor for a specific time period or permanently.

Issued: February 2023 ⁴	Review Date: February 2025 ²	Title: CORPORATE-COUNCIL POLICY NO 4.12 SOCIAL MEDIA	Version ² ₄
Prepared: MGC ^{CM}	Reviewed by: EMCS	Approved: CEO	Page 3 of 4
Printed documents are not controlled. Check the electronic version for the latest version			

5) Breaches

Employees who breach this policy may face disciplinary action which may include a review of their employment with SMRCRRG.

Volunteers and Contractors who breach this policy may have their professional or as applicable their contractual relationship reviewed.

6.0 — REFERENCES & REVIEW

Statutory Compliance		
Organisational Compliance	<ul style="list-style-type: none"> Project Participation Agreement 	
Approved by	Regional Council	
Next Revision Date	February 202 5 <u>4</u>	
Policy Administration	Responsible Officer	Review Cycle
Corporate (Communications)	Communications <u>& Marketing</u> Manager	<u>Biennial</u> Annual
Risk Rating	Low	
Location of document	Staff Intranet SMRC , 9 Aldous Place, Booragoon – Communications RRRC , 350 Bannister Road, Canning Vale	

8.0 — DOCUMENT CONTROL REGISTER

Date	Review	No.	Author	Resp Officer	Council
2021	Original	1	CM	CM	25/02/2021
<u>2021</u>	<u>Review</u>	<u>2</u>	<u>MGC</u>	<u>CMM</u>	

CMM – Communications & Marketing Manager

MGC – Manager Governance & Culture

Issued: February 202 3 <u>4</u>	Review Date: February 202 5 <u>2</u>	Title: CORPORATE <u>COUNCIL</u> POLICY NO 4.12 SOCIAL MEDIA	Version <u>2</u> 4
Prepared: <u>MGC</u> <u>CMM</u>	Reviewed by: EMCS	Approved: CEO	Page 4 of 4
Printed documents are not controlled. Check the electronic version for the latest version			

May – Policy Review

1.0 STATEMENT

Section 5.36 of the Local Government Act 1995 requires that a local government is to employ a person to be the Chief Executive Officer (CEO).

In the absence of the CEO e.g. annual leave, long service leave, extended personal leave or travel, it is appropriate for a person to be appointed to act in the position of CEO with all its functions and delegated authority.

2.0 SCOPE

This Policy applies to the Chief Executive Officer or his/her duly authorised representative.

3.0 OBJECTIVE

1. To appoint approved internal employees of the Resource Recovery Group that details who steps into the role in the position of Acting CEO during periods of absence of the CEO no longer than six (6) weeks.
2. To ensure that the Council approves the appointment of an Acting CEO for periods that are longer than six (6) weeks in accordance with the Local Government Act.

4.0 ROLES & RESPONSIBILITIES

Council

The Regional Council is to review and approve the CEO's recommended list of suitable employees to act in the CEO's absence.

Where the CEO is absent for more than six (6) weeks, the Council shall appoint a person who meets the criteria of the Local Government Act and regulations to the position of Acting CEO.

Where the CEO is absent, the Council may by council resolution appoint a person who is not an employee and meets the criteria of the Local Government Act and regulations to the position of Acting CEO.

Chief Executive Officer

The Chief Executive Officer is to recommend to Council and maintain a current list of duly suitable employees available to undertake the role and functions of the CEO during the CEO's absence being no longer that 6 weeks.

Prior to the CEO commencing each leave period, the CEO is to inform the Regional Council, committee members and Resource Recovery Group workforce, of the authorised person who will be Acting CEO during the CEO's absence.

The Chief Executive Officer may recommend to Council a suitable person who is not a Resource Recovery Group employee to undertake the position of Acting CEO during the CEO's absence.

Annual and Long service leave for the CEO is to be approved by the Chairman and completed ~~on~~ using the appropriate Resource Recovery Group leave ~~form~~ application process.

Issued: February-May 2023 ²	Review Date: February-May 2025 ⁴	Title: CORPORATE POLICY NO 4.7 Acting Chief Executive Officer	Version 7 ⁶
Prepared: MGC	Reviewed by: EMCS	Approved: CEO	Page 1 of 2

Printed documents are not controlled. Check the electronic version for the latest version

5.0 CONTENT

The following Resource Recovery Group employees are recommended and authorised to undertake the role of acting CEO during the CEO's absence not exceeding 6 weeks.

Mr Chris Wiggins	Executive Manager Corporate Services
Mr Brendan Doherty	Executive Manager Strategic Projects
Mr Keith Swift	Executive Manager Operations
Ms Ann Johnson	Manager Governance & Culture

The remuneration payment for higher duties shall be based on experience, skills and qualifications and any additional workload during the period as acting CEO.

The CEO and authorised employee shall agree on an appropriate remuneration or in the case of a council appointment, the Chairman and person.

NB: The Acting CEO does not automatically receive the same remuneration package as the CEO.

6.0 REFERENCES & REVIEW

Statutory Compliance	<ul style="list-style-type: none"> ▪ Local Government Act 1995, section 5.36 ▪ Local Government Administration Regulations 18C 	
Organisational Compliance	Leave Approval	
Approved by	Regional Council	
Next Revision Date	February-May 2024 2025	
Related Documents	HR Policy Higher Duties Leave Form/ Electronic Leave Portal Higher Duties for Employees Form	
Policy Administration	Responsible Officer	Review Cycle
Corporate	Chief Executive Officer	Biennial
Risk Rating	Operational Risk Register – High	
Location of document	Resource Recovery Group Website – Members Area Staff Intranet 9 Aldous Place, Booragoon – Corporate Services 350 Bannister Road, Canning Vale – staff room	

7.0 DOCUMENT CONTROL REGISTER

Date	Review	No.	Author	Resp Officer	Council
2012	Original	1	DCS	CEO	23/02/2012
2014	Review	2	EMCS	CEO	27/02/2014
2016	Review	3	EMCS	CEO	25/02/2016
2018	Review	4	EMCS	CEO	15/02/2018
2020	Review	5	EMCS	CEO	27/02/2020
2022	Review	6	MGC	CEO	25/02/2022
2023	Review	7	MGC	CEO	

Issued: February-May 2023 2	Review Date: February-May 2025 4	Title: CORPORATE POLICY NO 4.7 Acting Chief Executive Officer	Version 7 6
Prepared: MGC	Reviewed by: EMCS	Approved: CEO	Page 2 of 2

Printed documents are not controlled. Check the electronic version for the latest version

1.0 STATEMENT

This policy provides the framework to invest in the approved investment classes. The investment of cash is to endeavour to maximise the return on funds, and to ensure the cash flow requirements of the [SMRGRRG](#) are met.

2.0 SCOPE

This policy applies to by the Chief Executive Officer or Officer delegated by the Chief Executive Officer, to invest in the approved investment classes.

3.0 OBJECTIVE

- To invest the local government’s surplus funds, with consideration of risk and at the most favourable rate of interest available to it at the time, for that investment type, while ensuring that its liquidity requirement is being met.
- While exercising the power to invest, consideration is to be given in preservation of capital, liquidity, and the return of investment.
- Preservation of capital is the principal objective of the investment portfolio. Investments are to be performed in a manner that seeks to ensure security and safeguarding the investment portfolio. This includes managing credit and interest rate risk within identified thresholds and parameters.
- The investment portfolio will ensure there is sufficient liquidity to meet all reasonably anticipated cash flow requirements, as and when they fall due, without incurring significant costs due to the unanticipated sale of an investment.
- The investment is expected to achieve a predetermined market average rate of return that takes into account the Council’s risk tolerance. Any additional return target set by Council will also consider the risk limitation and prudent investment principles.

LEGISLATIVE REQUIREMENTS

All investments are to comply with the following:

- Local Government Act 1995 – Section 6.14;
- The Trustees Act 1962 – Part III Investments;
- Local Government (Financial Management)
- Regulations 1996 – Regulation 19, Regulation 28, and Regulation 49
- Australian Accounting Standards

Issued: May 2023	Next Review Date: November 2025	Title: CORPORATE POLICY NO 2.3 CASH INVESTMENTS	Version 7
Prepared: CSM	Reviewed by: EMCS	Approved: CEO	Page 1 of 6
Printed documents are not controlled. Check the electronic version for the latest version			

DELEGATION OF AUTHORITY

Authority for implementation of the Investment Policy is delegated by Council to the CEO in accordance with the Local Government Act 1995. The CEO may in turn delegate the day to day management of Council's Investment to senior staff or Chief Financial Officer subject to regular reviews.

PRUDENT PERSON STANDARD

The investment will be managed with the care, diligence and skill that a prudent person would exercise. Officers are to manage the investment portfolios to safeguard the portfolios in accordance with the spirit of this Investment Policy, and not for speculative purposes.

ETHICS AND CONFLICTS OF INTEREST

Officers shall refrain from personal activities that would conflict with the proper execution and management of Council's investment portfolio. This policy requires officers to disclose any conflict of interest to the CEO.

APPROVED INVESTMENTS

Cash may only be invested in accordance with Regulation 19C of the Local Government (Financial Management) Regulations 1996, which provides that:

19C. Investment of money, restrictions on (Act s. 6.14(2)(a))

(1) In this regulation —

authorised institution means —

- (a) an authorised deposit-taking institution as defined in the *Banking Act 1959* (Commonwealth) section 5; or
- (b) the Western Australian Treasury Corporation established by the *Western Australian Treasury Corporation Act 1986*;

foreign currency means a currency except the currency of Australia.

PROHIBITED INVESTMENTS

19C. (2) When investing money under section 6.14(1), a local government may not do any of the following —

- (a) deposit with an institution except an authorised institution;
- (b) deposit for a fixed term of more than 3 years;
- (c) invest in bonds that are not guaranteed by the Commonwealth Government, or a State or Territory government;
- (d) invest in bonds with a term to maturity of more than 3 years;
- (e) invest in a foreign currency.

[Regulation 19C inserted in Gazette 20 Apr 2012 p. 1701; amended in Gazette 12 May 2017 p. 2469.]

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RISK MANAGEMENT GUIDELINES

Investments obtained are to comply with two key criteria relating to:

- a) Portfolio Credit Framework: limit overall credit exposure of the portfolio
- b) Counterparty Credit Framework: limit exposure to individual counterparties/institutions

a) Overall Portfolio Limits

To control the credit quality on the entire portfolio, the following credit framework limits the percentage of the portfolio exposed to any particular credit rating category.

S&P Long Term Rating	S&P Short Term Rating	Direct Investment Maximum %	Managed Funds Maximum %
AAA	A-1+	100%	100%
AA	A-1	100%	100%
A	A-2	60%	80%
BBB	B-1+	20%	40%

b) Counterparty Credit Framework

Exposure to an individual counterparty/institution will be restricted by its credit rating so that single entity exposure is limited, as detailed in the table below:

S&P Long Term Rating	S&P Short Term Rating	Direct Investment Maximum %	Managed Funds Maximum %
AAA	A-1+	100% 45%	50%
AA	A-1	100% 35%	45%
A	A-2	20%	40%
BBB	B-1+	20%	40%

If any of the local government investments are downgraded such that they no longer fall within the investment policy, they will be divested as soon as practicable.

REPORTING & MEASUREMENT

An agenda report is to be prepared for each Audit & Risk Committee meeting and Ordinary Council meeting.

The report will detail the investment portfolio in terms of performance, percentage exposure of total portfolio, maturity date and changes in market value.

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4.0 ROLES & RESPONSIBILITIES

The Council and delegated officers have fiduciary responsibilities under section 6.14 of the Local Government Act 1995 and therefore the “Prudent Person” rule must be complied with. This rule ensures a conservative approach and low risk strategies as well as seeking expert assistance in investing council funds.

	Responsibilities
<u>Council</u>	<ul style="list-style-type: none"> • Governance Financial responsibility. • Approves policy and guidelines.
<u>Audit & Risk Committee</u>	<ul style="list-style-type: none"> • Reviews internal control procedures. • Reviews policy and guidelines for investment portfolio. • Makes recommendations to Council.
<u>Chief Executive Officer</u>	<ul style="list-style-type: none"> • Prime responsibility for the control of the investment portfolio. • Has delegation authority from Council to invest surplus cash funds in accordance with Council approved policy.
<u>Executive Manager Corporate Services</u>	<ul style="list-style-type: none"> • Has delegation authority from CEO to invest surplus cash funds in accordance with Council approved policy. • Selection of the appropriate investment in accordance with the council approved policy. • Reviews risk exposure and types of investments. • Selection and disposal of investments with banks and fund managers in accordance with the Council approved policy. • Accounting and reporting of investments. • Record keeping of all investments ensuring the identification of— <ul style="list-style-type: none"> a) the nature and location of all investments b) the transactions related to each investment • Signs and authorises the payment vouchers for investments.
<u>Internal Control Segregation of Duties</u>	<ul style="list-style-type: none"> • Appropriate segregation of duties for: <ul style="list-style-type: none"> • Persons that record investments, • Persons that buy and sell investments, and • Persons that reconcile the investment statements

	Responsibilities
<u>Council</u>	<ul style="list-style-type: none"> • <u>Governance Financial responsibility.</u> • <u>Approves policy and guidelines.</u>
<u>Audit Committee</u>	<ul style="list-style-type: none"> • <u>Reviews internal control procedures.</u> • <u>Reviews policy and guidelines for investment portfolio.</u> • <u>Makes recommendations to Council.</u>
<u>Chief Executive Officer</u>	<ul style="list-style-type: none"> • <u>Prime responsibility for the control of the investment portfolio.</u> • <u>Has delegation authority from Council to approve and authorise payment for cash investments invest surplus cash funds initiated by either the Manager Corporate Services or Manager Finance in accordance with Council approved policy.</u>

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CORPORATE POLICY NO 2.3 CASH INVESTMENTS

<u>Manager Corporate Services</u>	<ul style="list-style-type: none"> • <u>Has delegation authority from CEO to approve cash investments initiated by Manager Finance in accordance with Council approved policy.</u> • <u>Authorisation of payment.</u> 												
<u>Manager Finance</u>	<ul style="list-style-type: none"> • <u>Has delegation authority from CEO to initiate the investment of surplus cash investments cash funds in accordance with Council approved policy.</u> • <u>Selection of the appropriate investment in accordance with the council approved policy.</u> • <u>Reviews risk exposure and types of investments.</u> • <u>Selection and disposal of investments with banks and fund managers in accordance with the Council approved policy.</u> • <u>Checks the correct Accounting, and reporting and recordkeeping of investments.</u> • <u>Checks the Record keeping of all investments ensuring the identification of –</u> <ul style="list-style-type: none"> a) <u>the nature and location of all investments</u> b) <u>the transactions related to each investment</u> • <u>Signs and Authorises the payment vouchers for investments.</u> 												
<u>Accountant</u>	<ul style="list-style-type: none"> • <u>Reconciles bank statements and investment documentation for accounting and reporting of investments.</u> • <u>Record keeping of all investments ensuring the identification of –</u> <ul style="list-style-type: none"> c) <u>the nature and location of all investments</u> d) <u>the transactions related to each investment</u> 												
<u>Internal Control Segregation of Duties</u>	<ul style="list-style-type: none"> • <u>Appropriate segregation of duties as followsfor:</u> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;"><u>Duties</u></th> <th style="text-align: left;"><u>Responsibility</u></th> </tr> </thead> <tbody> <tr> <td><u>Initiates Investment</u></td> <td><u>Manager Finance</u></td> </tr> <tr> <td><u>Approves Investment</u></td> <td><u>Manager Corporate Services or CEO</u></td> </tr> <tr> <td><u>Authorises payment</u></td> <td><u>Any two - Manager Corporate Services, Manager Finance, CEO</u></td> </tr> <tr> <td><u>Reconciles and records all investment documentation.</u></td> <td><u>Accountant</u></td> </tr> <tr> <td><u>Checks the accounting, reporting and recordkeeping of investments</u></td> <td><u>Manager Finance</u></td> </tr> </tbody> </table> <ul style="list-style-type: none"> • <u>Persons that record investments,</u> • <u>Persons that buy and sell investments, and</u> • <u>Persons that reconcile the investment statements</u> 	<u>Duties</u>	<u>Responsibility</u>	<u>Initiates Investment</u>	<u>Manager Finance</u>	<u>Approves Investment</u>	<u>Manager Corporate Services or CEO</u>	<u>Authorises payment</u>	<u>Any two - Manager Corporate Services, Manager Finance, CEO</u>	<u>Reconciles and records all investment documentation.</u>	<u>Accountant</u>	<u>Checks the accounting, reporting and recordkeeping of investments</u>	<u>Manager Finance</u>
<u>Duties</u>	<u>Responsibility</u>												
<u>Initiates Investment</u>	<u>Manager Finance</u>												
<u>Approves Investment</u>	<u>Manager Corporate Services or CEO</u>												
<u>Authorises payment</u>	<u>Any two - Manager Corporate Services, Manager Finance, CEO</u>												
<u>Reconciles and records all investment documentation.</u>	<u>Accountant</u>												
<u>Checks the accounting, reporting and recordkeeping of investments</u>	<u>Manager Finance</u>												

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5.0 REFERENCES & REVIEW

Statutory Compliance	<ul style="list-style-type: none"> ▪ Local Government Act 1995 and Regulations ▪ Trustees Act, Bank Act 1959 	
Organisational Compliance	<ul style="list-style-type: none"> ▪ CEO Approved Delegations ▪ SMRCRRG Investment Standards 	
Approved by	Regional Council	
Next Revision Date	November 2025	
Related Documents	Dept of Local Government Operational Guidelines	
Policy Administration	Responsible Officer	Review Cycle
Corporate	Executive Manager Corporate Services Manager Finance	Biennial
Risk Rating	High	
Location of document	SMRCRRG Website Members Area Staff Intranet SMRCRRG , 9 Aldous Place, Booragoon – Corporate Services	

6.0 DOCUMENT CONTROL REGISTER

Date	Review	No.	Author	Resp Officer	Council
2007	Review	1	MAF	MAF	12/11/07
2011	Review	2	DCS	DCS	22/08/11
2013/08	Review	3	EMCS	EMCS	12/08/2013
2015	Review	4	EMCS	EMCS	24/08/2015
2017	Review	5	EMCS	EMCS	21/08/2017
2019	Review	6	EMCS	EMCS	28/11/2019
2021	Review	7	CSM	EMCS	25/11/2021
2023	Review	8	EMCS	CEO	25/05/2023

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STATEMENT

Section 5.90A of the Local Government Act requires that local governments have an Attendance at Events policy. The purpose of the policy is for the council to actively consider the purpose of and benefits to the community from council members and the CEO attending events.

The policy provides a framework for the acceptance of invitations to various events, clarifies who will pay for tickets or the equivalent value of the invitation.

The tickets should be provided to the local government and not individual council members. A ticket or invitation provided by a donor to an individual in their capacity as a council member or CEO is to be treated as a gift to that person, unless the tickets or invitation is referred to the local government to be considered in accordance with the policy.

This policy is made in accordance with the provisions of Section 5.90A of the Local Government Act 1995.

SCOPE

This Policy applies to Regional Councillors and employees of the Resource Recovery Group.

OBJECTIVE

To develop the knowledge and experience of Regional Council Members and Resource Recovery Group employees to promote representation and make well-informed decisions on behalf of the region.

This policy addresses attendance at any events, including concerts, conferences, functions or sporting events, whether free of charge, part of a sponsorship agreement, or paid by the local government. The purpose of the policy is to provide transparency about the attendance at events of council members and the chief executive officer (CEO).

Attendance at an event in accordance with this policy will exclude the gift holder from the requirement to disclose an interest if the ticket is above \$300 and the donor has a matter before council. Any gift received that is less than \$300 (either one gift or cumulative over 12 months from the same donor) also does not need to be disclosed as an interest. Receipt of the gift will still be required under the gift register provisions.

ROLES & RESPONSIBILITIES

Chief Executive Officer

The Chief Executive Officer is responsible for ensuring that Councillors and employees are given appropriate access to conferences, seminars, workshops or industry events, that the due processes are followed, and that funding is made available for this to happen.

In accordance with section 5.90A(5) The CEO must publish an up-to-date version of the policy on the local government's official website.

Councillors

Regional Councillors are responsible for adhering to appropriate processes as stated in this Policy.

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Employees

Employees are responsible for ensuring that the appropriate processes are followed to request and comply with the terms of this Policy.

CONTENT

Other Criteria's for Council

1. Attendance of Conferences, seminars or industry events for Regional Councillors and CEO

- a. Regional Council members and the CEO may request to attend conferences, seminars or industry events that have a relevance to the regional purpose.

Provision of tickets to events

1. Invitations

- 1.1 All invitations or offers of tickets for a council member or CEO to attend an event should be in writing and addressed to the CEO.
- 1.2 Any invitation or offer of tickets not addressed to the CEO is not captured by this policy and must be disclosed in accordance with the gift and interest provisions in the Act.
- 1.3 A list of events and attendees authorised by the local government in advance of the event is at Attachment A.

2. Approval of attendance

2.1 In making a decision on attendance at an event, the council will consider:

- a) who is providing the invitation or ticket to the event,
- b) the location of the event in relation to the local government (within the district or out of the district),
- c) the role of the council member or CEO when attending the event (participant, observer, presenter) and the value of their contribution,
- d) whether the event is sponsored by the local government,
- e) the benefit of local government representation at the event,
- f) the number of invitations / tickets received, and
- g) the cost to attend the event, including the cost of the ticket (or estimated value of the event per invitation) and any other expenses such as travel and accommodation.

2.2 Decisions to attend events in accordance with this policy will be made by simple majority or by the CEO in accordance with any authorisation provided in this policy.

- a. The CEO will prepare a report to the next Ordinary meeting of the Regional Council or where an urgent decision is required, a decision can be dealt with by a 'Flying Minute' detailing the request. 'Flying minutes' must be signed by all Regional Councillors. The decision shall be decided by an absolute majority of Councillors. The 'Flying Minute' is to be presented to the next ordinary meeting for endorsement.

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3. Payments in respect of attendance
 - 3.1 Where an invitation or ticket to an event is provided free of charge, the local government may contribute to appropriate expenses for attendance, such as travel and accommodation, for events outside the district if the council determines attendance to be of public value.
 - 3.2 For any events where a member of the public is required to pay, unless previously approved and listed in Attachment A, the council will determine whether it is in the best interests of the local government for a council member or the CEO or another officer to attend on behalf of the council.
 - 3.3 If the council determines that a council member or CEO should attend a paid event, the local government will pay the cost of attendance and reasonable expenses, such as travel and accommodation.
 - 3.4 Where partners of an authorised local government representative attend an event, any tickets for that person, if paid for by the local government, must be reimbursed by the representative unless expressly authorised by the council.
 - a) “Piggy backing” on other funding arrangements (e.g.) financial assistance from member councils or where council members are attending other local government business and the CEO deems there is merit in attending or extending time to attend specific industry business the council shall consider paying for conference/accommodation/out of pocket expenses.
 - b) Budgeted Funds being available.
 - c) The CEO to report any relevant conferences, seminars and industry events to the Regional Council for information or recommendation.
 - d) Subject to approval by any of the above, the CEO has authority to arrange the registration and travel arrangements (including air fares, accommodation, etc) necessary for attendance by council members at local, interstate or international conferences, seminars and courses.

2. Regional Councillor’s Annual Conference/Travel Allowance

- a. An annual provision shall be included in the budget as determined by the Regional Council.
- b. A maximum amount of \$50,000 may be held at any one time in the Travel/Conference Reserve Fund for Councillor requirements. All reserve fund transfers shall be adopted by the Regional Council either with the adoption of the annual budget or by resolution of absolute majority.

3. Reimbursement of Costs to council members

- a. Reimbursements of expenses are referred to in Council Policy – “Reimbursement of Expenses for council members”.
- b. An amount of up to \$50 per day for interstate, and \$100 per day for international may be provided as cash advance for incidental expenses and acquitted with actual receipts upon return.
- c. Economy Class Travel is covered under this policy. Council members may upgrade to a higher class travel by meeting the difference in cost. As far as practicable, advantage is taken of any available discount fares.

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- d. General Duty of Care as defined in section 19 of the OSH Act is also applicable to extended travel arrangements. When making travel arrangements consideration must be given to long periods without rest, cramped or uncomfortable seating, refreshments and any known hazards likely to cause a risk of injury. Council members who may be at risk of injury must obtain a medical certificate from a Physician advising any medical condition and the appropriate method and/or length of travel. The certificate shall be given to the CEO who should ensure the risk of injury is minimised by provided more space through business class travel and/or breaking up longer journeys into shorter ones.
- e. Accompanying person costs is limited to an accompanying person's conference/event dinner only.

4. Attendance of Conferences, industry events or courses for Resource Recovery Group Employees

- a. Employees may request to attend local and interstate conferences, industry events or courses that have a relevance to their position and duties. The CEO has authority to arrange the registration for local and interstate conferences, events and courses subject to budget funds being available.
- b. The CEO to report to the Regional Council any relevant international conferences, industry events and study tours recommending an employee or the CEO to attend.
- c. Requests for international travel and conferences shall provide a detailed report for the next Regional Council Meeting and recommendation for a Council decision.
- d. Subject to approval by any of the above, the CEO has authority to arrange the registration and travel arrangements (including air fares, accommodation, etc) necessary for attendance by Employees at local, interstate or international conferences, events and courses.
- e. A maximum amount of \$50,000 may be held at any one time in the Travel/Conference Reserve Fund for Employee requirements. All reserve fund transfers shall be adopted by the Regional Council either with the adoption of the annual budget or by resolution of absolute majority.
- f. Reimbursement for incidental expenses will be paid on acquittal of actual receipts or the use of Resource Recovery Group's Corporate Purchasing Card is authorised for this purpose.
- g. Economy Class Travel is covered under this policy. Employees may upgrade to a higher class travel by meeting the difference in cost. As far as practicable, advantage is taken of any available discount fares.
- h. General Duty of Care as defined in section 19 of the OSH Act is also applicable to extended travel arrangements. When making travel arrangements, consideration must be given to long periods without rest, cramped or uncomfortable seating, refreshments and any known hazards likely to cause a risk of injury. Employees must advise the CEO, or in the case of the CEO, the Chairman of any likelihood of injury from known hazards. Employees must obtain a medical certificate from a Physician advising any medical condition and the appropriate method and/or length of travel. The Resource Recovery Group should then ensure the risk of injury is minimised by provided more space through business class travel and/or breaking up longer journeys into shorter ones.
- i. Accompanying person costs is limited to an accompanying person's conference/event dinner only.

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5. Reporting Requirements

- a) Regional Councillors and Resource Recovery Group executive employees attending conferences and industry events shall provide a written report and may provide a brief presentation, either verbal or visual at the next available Agenda Briefing Session or Ordinary Meeting of Council.
- b) Regional Councillors wishing to present a report longer than 5 minutes or with the use of visual display shall advise the CEO at least three days prior to the meeting.
- c) A Travel diary must be obtained from an employee where:
 - a. Employee travels within Australia for more than 5 nights and travel is not exclusively for performing employment duties; or
 - b. Employee travels outside of Australia for more than 5 nights.
 - c. Travel diary must show where activity took place, the date and time activity commenced, and duration and nature of the activity.
 - d. Where an employee contributes towards 'private use', a declaration form is to be completed.

6. Legislative Requirements

Section 5.90A Local Government Act 1995 - Policy for attendance at events

(1) In this section —

event includes the following —

- (a) a concert;
- (b) a conference;
- (c) a function;
- (d) a sporting event;
- (e) an occasion of a kind prescribed for the purposes of this definition.

(2) A local government must prepare and adopt* a policy that deals with matters relating to the attendance of council members and the CEO at events, including —

- (a) the provision of tickets to events; and
- (b) payments in respect of attendance; and
- (c) approval of attendance by the local government and criteria for approval; and
- (d) any prescribed matter.

* Absolute majority required.

(3) A local government may amend* the policy.

* Absolute majority required.

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(4) When preparing the policy or an amendment to the policy, the local government must comply with any prescribed requirements relating to the form or content of a policy under this section.

(5) The CEO must publish an up-to-date version of the policy on the local government's official website.

REFERENCES & REVIEW

Statutory Compliance	<ul style="list-style-type: none"> ▪ Local Government Act 1995 Section 5.90A ▪ Occupational Safety & Health Act 1984 ▪ OSH Regulations 1996 	
Organisational Compliance	<ul style="list-style-type: none"> ▪ Annual Budget ▪ Decision-making processes ▪ Council Reporting requirements ▪ Gift and Travel Register 	
Approved by	Regional Council – Resolution	
Next Revision Date	February 2024	
Related Documents	Reimbursement of Expenses for Regional Councillors Gifts and Travel Disclosure Form	
Policy Administration	Responsible Officer	Review Cycle
Corporate	Executive Manager Corporate Services	Biennial
Risk Rating	Operational Risk Register – Risk HIGH	
Location of document	Resource Recovery Group Website – Members Area Staff Intranet 9 Aldous Place, Booragoon – Corporate Services 350 Bannister Road, Canning Vale – staff room	

DOCUMENT CONTROL REGISTER

Date	Review	No.	Author	Resp Officer	Council
2006	Original	1	MAF	MAF	23/02/2006
2009	Review	2	CO	MAF	28/05/2009
2011/1	Review	3	MAF	MAF	24/02/2011
2012	Review	4	DCS	DCS	25/10/2012
2014	Review	5	EMCS	CEO	28/08/2014
2016	Review	6	EMCS	CEO	30/06/2016
2018	Review	7	EMCS	CEO	21/06/2018
2020	Review	8	EMCS	CEO	27/08/2020
2022	Review	9	MGC	CEO	24/02/2022

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Attachment A - events authorised in advance

Event	Date of Event	Approved Attendee/s	Approved local government contribution to cost	Date of council resolution or CEO authorisation
Example: State Waste and Recycling Conference & Dinner	October 2022	Chair Cr Thompson and partner Deputy Chair Cr Wheatland and partner Cr White and partner CEO and partner	4 Conference Tickets @ \$1,000 each 8 Dinner Tickets @ \$100 each Total Cost \$4,800	Ordinary Council Meeting 24/02/2022

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**RESOURCE RECOVERY GROUP
FINANCIAL REPORTS FOR THE PERIOD ENDED
30 April 2023**

STATEMENT OF FINANCIAL ACTIVITY

Current Budget \$	Particulars	YTD Budget \$	YTD Actual \$	Variance to YTD Budget \$
	<u>Revenue from operating activities</u>			
3,210,460	Contributions, Donations & Reimbursements	2,634,536	2,523,263	(111,274)
11,822,541	Fees & Charges	9,752,519	10,082,059	329,540
17,649	Interest Received	14,708	97,055	82,347
1,553,809	Other Revenue	1,313,636	1,138,422	(175,214)
16,604,459	Total Operating Revenue	13,715,399	13,840,798	125,399
	<u>Expenditure from operating activities</u>			
(5,193,889)	Employee Costs	(4,150,906)	(4,206,237)	(55,330)
(9,147,939)	Materials & Contracts	(7,581,968)	(6,940,006)	641,962
(748,966)	Utilities	(622,759)	(552,357)	70,403
(2,070,576)	Insurance	(1,713,879)	(1,589,824)	124,055
(523,137)	Interest	(418,908)	(332,451)	86,456
(4,609,461)	Depreciation	(3,841,217)	(3,982,990)	(141,773)
(22,293,968)	Total Operating Expenses	(18,329,638)	(17,603,865)	725,773
(5,689,509)	Operating Surplus / (Deficit)	(4,614,238)	(3,763,067)	851,171
	<u>Non-cash items</u>			
4,609,461	Depreciation	3,841,217	3,982,990	141,773
79,086	Interest - Unwinding Of Provisions	65,905	65,905	-
4,688,547	Total Non-cash items	3,907,122	4,048,895	141,773
(17,605,422)	Total Operating Expenses (Before Non-cash items)	(14,422,516)	(13,554,970)	867,546
(1,000,962)	Operating Surplus / (Deficit) (Before Non-cash Items)	(707,116)	285,828	992,945
	<u>Capital Expenditure</u>			
(3,465,000)	Buildings	(1,250,000)	(1,237,408)	12,592
(1,525,000)	Plant & Equipment	(100,000)	(101,463)	(1,463)
-	Information Technology	-	-	-
-	Transfer FROM/(TO) Assets	-	(5,689)	(5,689)
(4,990,000)	Total Capital Expenditure	(1,350,000)	(1,344,560)	5,440
	<u>Funding / Other Capital Items</u>			
250,000	Non-operating Grants, Subsidies & contributions	-	-	-
(3,230,389)	Repayment of Loans	(2,483,907)	(2,483,907)	-
3,230,389	Reimbursement of Loan Repayments	2,483,907	2,483,907	-
(563,566)	RRRC Lease Principal Paid	(469,638)	(468,405)	1,233
4,740,000	Capital Expenditure Funded by Reserves	1,350,000	1,338,871	(11,129)
(290,000)	Transfer TO Reserves	(290,000)	(500,000)	(210,000)
4,136,434	Total Funding / Other Capital Items	590,362	370,466	(219,896)
(1,854,528)	CHANGES IN NET ASSETS	(1,466,755)	(688,265)	778,489
2,307,724	Opening Funds Surplus(Deficit)	2,307,724	2,307,724	-
453,196	Closing Funds Surplus(Deficit)	840,969	1,619,459	778,489

**RESOURCE RECOVERY GROUP
FINANCIAL REPORTS FOR THE PERIOD ENDED
30 April 2023**

EXPLANATION OF MATERIAL VARIANCES

The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year to date budget materially. The material variance adopted by Council for the 2022/23 year is \$20,000.

Particulars	YTD Variance \$	Variance	Explanation of Variance with +/- \$20,000
<u>Revenue from operating activities</u>			
Contributions, Donations & Reimbursements	(111,274)	Negative	RRRC loan interest lower than budget
Fees & Charges	329,540	Positive	Sale of ACCU's, Audit consultancy & Red Bin Waste higher than budget
Interest Received	82,347	Positive	Higher interest rate environment
Other Revenue	(175,214)	Negative	CDS income lower than budget
<u>Expenditure from operating activities</u>			
Employee Costs	(55,330)	Negative	MRF wage costs higher than budget
Materials & Contracts	641,962	Positive	Lower plant maintenance and disposal costs
Utilities	70,403	Positive	Electricity cost savings
Insurance	124,055	Positive	Insurance premium savings
Interest	86,456	Positive	RRRC loan interest lower than budget
Depreciation	(141,773)	Negative	Higher depreciation than budgeted
<u>Investing Activities</u>			
Transfers to Cash Reserves	(210,000)	Positive	Transfer of \$500,000

**RESOURCE RECOVERY GROUP
FINANCIAL REPORTS FOR THE PERIOD ENDED
30 April 2023**

EXPLANATION OF MATERIAL VARIANCES

The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year to date budget materially. The material variance adopted by Council for the 2022/23 year is \$20,000.

Particulars	YTD Variance \$	Variance	Explanation of Variance with +-\$20,000
<u>Revenue from operating activities</u>			
Interest Received	82,347	Positive	Higher interest rate environment
Other Revenue	(175,214)	Negative	CDS income lower than budget
<u>Expenditure from operating activities</u>			
Employee Costs	(55,330)	Negative	MRF wage costs higher than budget
Materials & Contracts	641,962	Positive	Lower plant maintenance and disposal costs
Utilities	70,403	Positive	Electricity cost savings
Insurance	124,055	Positive	Insurance premium savings
Interest	86,456	Positive	RRRC loan interest lower than budget
Depreciation	(141,773)	Negative	Higher depreciation than budgeted
<u>Investing Activities</u>			
Transfers to Cash Reserves	(210,000)	Positive	Transfer of \$500,000

**RESOURCE RECOVERY GROUP
FINANCIAL REPORTS FOR THE PERIOD ENDED
30 April 2023**

NET CURRENT ASSETS

	As at 30/04/2023	As at 30/06/2022
CURRENT ASSETS		
Cash	9,572,979	11,974,442
Receivables	2,624,121	6,643,873
Prepayments	401,945	43,728
Accrued Income	362,409	397,720
Inventories	1,486,515	1,341,439
TOTAL CURRENT ASSETS	<u>14,447,970</u>	<u>20,401,202</u>
CURRENT LIABILITIES		
Payables	1,125,203	314,059
Accrued Expenses	99,430	1,172,788
Income Rec'd in Advance	250,000	250,000
GST Liability	114,866	49,068
Payroll Liabilities	292	-
Retentions & Bonds	157,463	320,313
Borrowings	746,483	5,086,955
Provisions	650,001	616,976
Lease Liabilities	95,161	563,566
TOTAL CURRENT LIABILITIES	<u>3,238,898</u>	<u>8,373,725</u>
NET CURRENT ASSETS	<u>11,209,073</u>	<u>12,027,477</u>

**RESOURCE RECOVERY GROUP
FINANCIAL REPORTS FOR THE PERIOD ENDED
30 April 2023**

STATEMENT OF FINANCIAL POSITION

	As at 30/04/2023	As at 30/06/2022
CURRENT ASSETS		
Cash	9,572,979	11,974,442
Receivables	2,624,121	6,643,873
Prepayments	401,945	43,728
Accrued Income	362,409	397,720
Inventories	1,486,515	1,341,439
TOTAL CURRENT ASSETS	14,447,970	20,401,202
CURRENT LIABILITIES		
Payables	1,125,203	314,059
Accrued Expenses	99,430	1,172,788
Income Rec'd in Advance	250,000	250,000
GST Payable (Liability)	114,866	49,068
Payroll Liabilities	292	-
Retentions & Bonds	157,463	320,313
Borrowings	746,483	5,086,955
Provisions	650,001	616,976
Lease Liabilities	95,161	563,566
TOTAL CURRENT LIABILITIES	3,238,898	8,373,725
NET CURRENT ASSETS	11,209,073	12,027,477
NON-CURRENT ASSETS		
Buildings	2,002,433	1,780,523
Information Technology	7,486	11,217
Fixed Plant & Equipment	3,533,021	4,820,200
Mobile Plant & Equipment	359,485	551,659
RRRC Leasehold Improvements	16,546,047	17,323,987
RRRC Other	214,961	235,138
Capital Work in Progress	51,647	314,622
Loan Receivables	1,800,000	
Right of Use Assets	4,715,964	5,295,107
TOTAL NON-CURRENT ASSETS	29,231,045	30,332,453
NON-CURRENT LIABILITIES		
Provisions	3,928,902	3,885,646
Borrowings	1,800,000	
Lease Liabilities	5,551,191	5,551,192
TOTAL NON-CURRENT LIABILITIES	11,280,092	9,436,838
NET ASSETS	29,160,025	32,923,092

**RESOURCE RECOVERY GROUP
FINANCIAL REPORTS FOR THE PERIOD ENDED
30 April 2023**

STATEMENT OF CASH FLOW

Current Budget \$	Particulars	YTD Budget \$	YTD Actual \$	Variance to YTD Budget \$
	<u>CASH FLOWS FROM OPERATING ACTIVITIES</u>			
	<u>Receipts</u>			
4,745,580	Operating grants, subsidies and contributions	2,634,536	2,523,263	(111,274)
12,233,289	Fees and charges	9,752,519	9,604,044	(148,476)
17,649	Interest received	14,708	97,055	82,347
1,625,216	Goods and Services Tax received	1,454,347	1,453,646	(700)
1,553,809	Other revenue	1,313,636	1,138,422	(175,214)
20,175,543	Total Receipts for Operations	15,169,746	14,816,429	(353,317)
	<u>Payments</u>			
(5,242,545)	Employee costs	(4,150,906)	(4,206,237)	(55,330)
(7,326,483)	Materials and contracts	(7,581,968)	(6,940,006)	641,962
(750,565)	Utility charges	(622,759)	(552,357)	70,403
(2,070,576)	Insurance paid	(2,070,576)	(2,000,418)	70,158
(444,051)	Interest expenses	(418,908)	(332,451)	86,456
(1,084,330)	Goods and Services Tax paid	(964,330)	(1,373,459)	(409,129)
(16,918,550)	Total Payments for Operations	(15,809,448)	(15,404,927)	404,521
3,256,993	Net cash provided by (used in) operating activities	(639,702)	(588,498)	51,204
	<u>CASH FLOWS FROM INVESTING ACTIVITIES</u>			
(4,990,000)	Purchase of property, plant & equipment	(1,350,000)	(1,344,560)	5,440
250,000	Non-operating grants, subsidies and contributions	-	-	-
(4,740,000)	Net cash provided by (used in) investment activities	(1,350,000)	(1,344,560)	5,440
	<u>CASH FLOWS FROM FINANCING ACTIVITIES</u>			
(3,230,389)	Repayment of borrowings	(2,483,907)	(2,483,907)	-
(563,566)	Lease principal payments	(469,638)	(468,405)	1,233
3,230,389	Member contributions to loan repayments	2,483,907	2,483,907	-
(563,566)	Net cash provided by (used in) financing activities	(469,638)	(468,405)	1,233
(2,046,573)	Net increase (decrease) in cash held	(2,459,341)	(2,401,463)	57,878
11,974,442	Cash at beginning of year	11,974,442	11,974,442	-
9,927,869	Cash and cash equivalents at the end of the year	9,515,101	9,572,979	57,878

**RESOURCE RECOVERY GROUP
FINANCIAL REPORTS FOR THE PERIOD ENDED
31 March 2023**

STATEMENT OF FINANCIAL ACTIVITY

Current Budget \$	Particulars	YTD Budget \$	YTD Actual \$	Variance to YTD Budget \$
	<u>Revenue from operating activities</u>			
3,210,460	Contributions, Donations & Reimbursements	2,387,503	2,310,642	(76,861)
11,822,541	Fees & Charges	8,526,735	8,626,770	100,035
17,649	Interest Received	13,237	89,375	76,138
1,553,809	Other Revenue	1,187,577	1,136,647	(50,931)
16,604,459	Total Operating Revenue	12,115,052	12,163,433	48,381
	<u>Expenditure from operating activities</u>			
(5,193,889)	Employee Costs	(3,753,960)	(3,810,934)	(56,973)
(9,147,939)	Materials & Contracts	(6,864,549)	(6,255,829)	608,720
(748,966)	Utilities	(562,043)	(494,357)	67,686
(2,070,576)	Insurance	(1,542,134)	(1,426,112)	116,023
(523,137)	Interest	(394,302)	(310,192)	84,110
(4,609,461)	Depreciation	(3,457,095)	(3,628,655)	(171,560)
(22,293,968)	Total Operating Expenses	(16,574,085)	(15,926,079)	648,006
(5,689,509)	Operating Surplus / (Deficit)	(4,459,032)	(3,762,646)	696,386
	<u>Non-cash items</u>			
4,609,461	Depreciation	3,457,095	3,628,655	171,560
79,086	Interest - Unwinding Of Provisions	59,315	59,315	-
4,688,547	Total Non-cash items	3,516,410	3,687,970	171,560
(17,605,422)	Total Operating Expenses (Before Non-cash items)	(13,057,675)	(12,238,109)	819,566
(1,000,962)	Operating Surplus / (Deficit) (Before Non-cash Items)	(942,622)	(74,676)	867,947
	<u>Capital Expenditure</u>			
(3,465,000)	Buildings	(1,200,000)	(1,215,761)	(15,761)
(1,525,000)	Plant & Equipment	(100,000)	(101,463)	(1,463)
-	Information Technology	-	-	-
-	Transfer FROM/(TO) Assets	-	(5,689)	(5,689)
(4,990,000)	Total Capital Expenditure	(1,300,000)	(1,322,913)	(22,913)
	<u>Funding / Other Capital Items</u>			
250,000	Non-operating Grants, Subsidies & contributions	-	-	-
(3,230,389)	Repayment of Loans	(2,483,907)	(2,483,907)	-
3,230,389	Reimbursement of Loan Repayments	2,483,907	2,483,907	-
(563,566)	RRRC Lease Principal Paid	(422,675)	(420,762)	1,913
4,740,000	Capital Expenditure Funded by Reserves	1,300,000	1,295,495	(4,505)
(290,000)	Transfer TO Reserves	(290,000)	(500,000)	(210,000)
4,136,434	Total Funding / Other Capital Items	587,326	374,733	(212,593)
(1,854,528)	CHANGES IN NET ASSETS	(1,655,297)	(1,022,856)	632,441
2,307,724	Opening Funds Surplus(Deficit)	2,307,724	2,307,724	-
453,196	Closing Funds Surplus(Deficit)	652,427	1,284,868	632,441

**RESOURCE RECOVERY GROUP
FINANCIAL REPORTS FOR THE PERIOD ENDED
31 March 2023**

EXPLANATION OF MATERIAL VARIANCES

The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year to date budget materially. The material variance adopted by Council for the 2022/23 year is \$20,000.

Particulars	YTD Variance \$	Variance	Explanation of Variance with +/- \$20,000
<u>Revenue from operating activities</u>			
Contributions, Donations & Reimbursements	(76,861)	Negative	RRRC loan interest lower than budget
Fees & Charges	100,035	Positive	Red Bin General Waste higher than budget
Interest Received	76,138	Positive	Higher interest rate environment
Other Revenue	(50,931)	Negative	CDS income lower than budget
<u>Expenditure from operating activities</u>			
Employee Costs	(56,973)	Negative	MRF wage costs higher than budget
Materials & Contracts	608,720	Positive	Lower plant maintenance and disposal costs
Utilities	67,686	Positive	Electricity cost savings
Insurance	116,023	Positive	Insurance premium savings
Interest	84,110	Positive	RRRC loan interest lower than budget
Depreciation	(171,560)	Negative	Higher depreciation than budgeted
<u>Investing Activities</u>			
Transfers to Cash Reserves	(210,000)	Positive	Transfer of \$500,000

**RESOURCE RECOVERY GROUP
FINANCIAL REPORTS FOR THE PERIOD ENDED
31 March 2023**

NET CURRENT ASSETS

	As at 31/03/2023	As at 30/06/2022
CURRENT ASSETS		
Cash	9,677,905	11,974,442
Receivables	2,869,443	6,643,873
Prepayments	572,140	43,728
Accrued Income	337,850	397,720
Inventories	1,507,101	1,341,439
TOTAL CURRENT ASSETS	14,964,439	20,401,202
 CURRENT LIABILITIES		
Payables	2,099,297	314,059
Accrued Expenses	46,417	1,172,788
Income Rec'd in Advance	250,000	250,000
GST Liability	1,322	49,068
Payroll Liabilities	438	-
Retentions & Bonds	157,463	320,313
Borrowings	746,483	5,086,955
Provisions	650,001	616,976
Lease Liabilities	142,804	563,566
TOTAL CURRENT LIABILITIES	4,094,224	8,373,725
 NET CURRENT ASSETS	10,870,215	12,027,477

**RESOURCE RECOVERY GROUP
FINANCIAL REPORTS FOR THE PERIOD ENDED
31 March 2023**

STATEMENT OF FINANCIAL POSITION

	As at 31/03/2023	As at 30/06/2022
CURRENT ASSETS		
Cash	9,677,905	11,974,442
Receivables	2,869,443	6,643,873
Prepayments	572,140	43,728
Accrued Income	337,850	397,720
Inventories	1,507,101	1,341,439
TOTAL CURRENT ASSETS	14,964,439	20,401,202
CURRENT LIABILITIES		
Payables	2,099,297	314,059
Accrued Expenses	46,417	1,172,788
Income Rec'd in Advance	250,000	250,000
GST Payable (Liability)	1,322	49,068
Payroll Liabilities	438	-
Retentions & Bonds	157,463	320,313
Borrowings	746,483	5,086,955
Provisions	650,001	616,976
Lease Liabilities	142,804	563,566
TOTAL CURRENT LIABILITIES	4,094,224	8,373,725
NET CURRENT ASSETS	10,870,215	12,027,477
NON-CURRENT ASSETS		
Buildings	2,002,638	1,780,523
Information Technology	7,855	11,217
Fixed Plant & Equipment	3,623,747	4,820,200
Mobile Plant & Equipment	372,390	551,659
RRRC Leasehold Improvements	16,714,963	17,323,987
RRRC Other	217,377	235,138
Capital Work in Progress	51,647	314,622
Loan Receivables	1,800,000	
Right of Use Assets	4,773,116	5,295,107
TOTAL NON-CURRENT ASSETS	29,563,733	30,332,453
NON-CURRENT LIABILITIES		
Provisions	3,922,311	3,885,646
Borrowings	1,800,000	
Lease Liabilities	5,551,191	5,551,192
TOTAL NON-CURRENT LIABILITIES	11,273,502	9,436,838
NET ASSETS	29,160,446	32,923,092

**RESOURCE RECOVERY GROUP
FINANCIAL REPORTS FOR THE PERIOD ENDED
31 March 2023**

STATEMENT OF CASH FLOW

Current Budget \$	Particulars	YTD Budget \$	YTD Actual \$	Variance to YTD Budget \$
	<u>CASH FLOWS FROM OPERATING ACTIVITIES</u>			
	<u>Receipts</u>			
4,745,580	Operating grants, subsidies and contributions	2,387,503	2,310,642	(76,861)
12,233,289	Fees and charges	8,526,735	8,626,770	100,035
17,649	Interest received	13,237	89,375	76,138
1,625,216	Goods and Services Tax received	1,218,912	1,528,893	309,981
1,553,809	Other revenue	1,187,577	1,136,647	(50,931)
20,175,543	Total Receipts for Operations	13,333,964	13,692,326	358,362
	<u>Payments</u>			
(5,242,545)	Employee costs	(3,753,960)	(3,810,934)	(56,973)
(7,326,483)	Materials and contracts	(6,864,549)	(6,255,829)	608,720
(750,565)	Utility charges	(562,043)	(494,357)	67,686
(2,070,576)	Insurance paid	(2,070,576)	(2,000,418)	70,158
(444,051)	Interest expenses	(394,302)	(310,192)	84,110
(1,084,330)	Goods and Services Tax paid	(884,330)	(1,373,459)	(489,129)
(16,918,550)	Total Payments for Operations	(14,529,761)	(14,245,188)	284,573
3,256,993	Net cash provided by (used in) operating activities	(1,195,797)	(552,862)	642,935
	<u>CASH FLOWS FROM INVESTING ACTIVITIES</u>			
(4,990,000)	Purchase of property, plant & equipment	(1,300,000)	(1,322,913)	(22,913)
250,000	Non-operating grants, subsidies and contributions	-	-	-
(4,740,000)	Net cash provided by (used in) investment activities	(1,300,000)	(1,322,913)	(22,913)
	<u>CASH FLOWS FROM FINANCING ACTIVITIES</u>			
(3,230,389)	Repayment of borrowings	(2,483,907)	(2,483,907)	-
(563,566)	Lease principal payments	(422,675)	(420,762)	1,913
3,230,389	Member contributions to loan repayments	2,483,907	2,483,907	-
(563,566)	Net cash provided by (used In) financing activities	(422,675)	(420,762)	1,913
(2,046,573)	Net increase (decrease) in cash held	(2,918,471)	(2,296,537)	621,934
11,974,442	Cash at beginning of year	11,974,442	11,974,442	-
9,927,869	Cash and cash equivalents at the end of the year	9,055,971	9,677,905	621,934

**RESOURCE RECOVERY GROUP
FINANCIAL REPORTS FOR THE PERIOD ENDED
28 February 2023**

STATEMENT OF FINANCIAL ACTIVITY

Current Budget \$	Particulars	YTD Budget \$	YTD Actual \$	Variance to YTD Budget \$
	<u>Revenue from operating activities</u>			
3,210,460	Contributions, Donations & Reimbursements	2,083,503	2,072,573	(10,930)
11,822,541	Fees & Charges	7,568,168	7,667,811	99,643
17,649	Interest Received	11,766	68,720	56,954
1,553,809	Other Revenue	1,061,505	1,008,505	(53,000)
16,604,459	Total Operating Revenue	10,724,942	10,817,609	92,667
	<u>Expenditure from operating activities</u>			
(5,193,889)	Employee Costs	(3,176,422)	(3,190,926)	(14,504)
(9,147,939)	Materials & Contracts	(6,121,235)	(5,399,274)	721,961
(748,966)	Utilities	(500,238)	(452,365)	47,873
(2,070,576)	Insurance	(1,368,062)	(1,262,400)	105,663
(523,137)	Interest	(312,729)	(287,276)	25,454
(4,609,461)	Depreciation	(3,072,974)	(3,236,193)	(163,219)
(22,293,968)	Total Operating Expenses	(14,551,662)	(13,828,434)	723,228
(5,689,509)	Operating Surplus / (Deficit)	(3,826,720)	(3,010,825)	815,895
	<u>Non-cash items</u>			
4,609,461	Depreciation	3,072,974	3,236,193	163,219
79,086	Interest - Unwinding Of Provisions	52,724	52,724	-
4,688,547	Total Non-cash items	3,125,698	3,288,917	163,219
(17,605,422)	Total Operating Expenses (Before Non-cash items)	(11,425,964)	(10,539,517)	886,447
(1,000,962)	Operating Surplus / (Deficit) (Before Non-cash Items)	(701,022)	278,092	979,114
	<u>Capital Expenditure</u>			
(3,465,000)	Buildings	(1,010,000)	(1,010,458)	(458)
(1,525,000)	Plant & Equipment	(100,000)	(101,463)	(1,463)
-	Information Technology	-	-	-
-	Transfer FROM/(TO) Assets	-	(5,689)	(5,689)
(4,990,000)	Total Capital Expenditure	(1,110,000)	(1,117,610)	(7,610)
	<u>Funding / Other Capital Items</u>			
250,000	Non-operating Grants, Subsidies & contributions	-	(250,000)	(250,000)
(3,230,389)	Repayment of Loans	(2,483,907)	(2,483,907)	-
3,230,389	Reimbursement of Loan Repayments	2,483,907	2,483,907	-
(563,566)	RRRC Lease Principal Paid	(375,711)	(373,775)	1,936
4,740,000	Capital Expenditure Funded by Reserves	1,110,000	1,111,921	1,921
(290,000)	Transfer TO Reserves	(290,000)	(500,000)	(210,000)
4,136,434	Total Funding / Other Capital Items	444,289	(11,853)	(206,143)
(1,854,528)	CHANGES IN NET ASSETS	(1,366,733)	(851,371)	765,361
2,307,724	Opening Funds Surplus(Deficit)	2,307,724	2,307,724	-
453,196	Closing Funds Surplus(Deficit)	940,991	1,456,353	765,361

**RESOURCE RECOVERY GROUP
FINANCIAL REPORTS FOR THE PERIOD ENDED
28 February 2023**

EXPLANATION OF MATERIAL VARIANCES

The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year to date budget materially. The material variance adopted by Council for the 2022/23 year is \$20,000.

Particulars	YTD Variance \$	Variance	Explanation of Variance with +/- \$20,000
<u>Revenue from operating activities</u>			
Fees & Charges	99,643	Positive	Red Bin General Waste higher than budget
Interest Received	56,954	Positive	Higher interest rate environment
Other Revenue	(53,000)	Negative	CDS income lower than budget
<u>Expenditure from operating activities</u>			
Materials & Contracts	721,961	Positive	Lower plant maintenance and disposal costs
Utilities	47,873	Positive	Electricity cost savings
Insurance	105,663	Positive	Insurance premium savings
Interest	25,454	Positive	RRRC loan interest lower than budget
Depreciation	(163,219)	Negative	Higher depreciation than budgeted
<u>Investing Activities</u>			
Transfers to Cash Reserves	(210,000)	Positive	Transfer of \$500,000

**RESOURCE RECOVERY GROUP
FINANCIAL REPORTS FOR THE PERIOD ENDED
28 February 2023**

NET CURRENT ASSETS

	As at 28/02/2023	As at 30/06/2022
CURRENT ASSETS		
Cash	10,007,349	11,974,442
Receivables	2,279,625	6,643,873
Prepayments	742,334	43,728
Accrued Income	755,211	397,720
Inventories	1,487,206	1,341,439
TOTAL CURRENT ASSETS	15,271,725	20,401,202
CURRENT LIABILITIES		
Payables	1,266,082	314,059
Accrued Expenses	503,001	1,172,788
Income Rec'd in Advance	250,000	250,000
GST Liability	133,327	49,068
Payroll Liabilities	(62,134)	-
Retentions & Bonds	168,143	320,313
Borrowings	746,483	5,086,955
Provisions	650,001	616,976
Lease Liabilities	189,791	563,566
TOTAL CURRENT LIABILITIES	3,844,693	8,373,725
NET CURRENT ASSETS	11,427,032	12,027,477

**RESOURCE RECOVERY GROUP
FINANCIAL REPORTS FOR THE PERIOD ENDED
28 February 2023**

STATEMENT OF FINANCIAL POSITION

	As at 28/02/2023	As at 30/06/2022
CURRENT ASSETS		
Cash	10,007,349	11,974,442
Receivables	2,279,625	6,643,873
Prepayments	742,334	43,728
Accrued Income	755,211	397,720
Inventories	1,487,206	1,341,439
TOTAL CURRENT ASSETS	15,271,725	20,401,202
CURRENT LIABILITIES		
Payables	1,266,082	314,059
Accrued Expenses	503,001	1,172,788
Income Rec'd in Advance	250,000	250,000
GST Payable (Liability)	133,327	49,068
Payroll Liabilities	(62,134)	-
Retentions & Bonds	168,143	320,313
Borrowings	746,483	5,086,955
Provisions	650,001	616,976
Lease Liabilities	189,791	563,566
TOTAL CURRENT LIABILITIES	3,844,693	8,373,725
NET CURRENT ASSETS	11,427,032	12,027,477
NON-CURRENT ASSETS		
Buildings	1,874,516	1,780,523
Information Technology	8,235	11,217
Fixed Plant & Equipment	3,740,180	4,820,200
Mobile Plant & Equipment	389,360	551,659
RRRC Leasehold Improvements	16,834,909	17,323,987
RRRC Other	219,873	235,138
Capital Work in Progress	51,647	314,622
Loan Receivables	1,800,000	
Right of Use Assets	4,832,174	5,295,107
TOTAL NON-CURRENT ASSETS	29,750,892	30,332,453
NON-CURRENT LIABILITIES		
Provisions	3,934,833	3,885,646
Borrowings	1,779,634	
Lease Liabilities	5,551,191	5,551,192
TOTAL NON-CURRENT LIABILITIES	11,265,658	9,436,838
NET ASSETS	29,912,267	32,923,092

**RESOURCE RECOVERY GROUP
FINANCIAL REPORTS FOR THE PERIOD ENDED
28 February 2023**

STATEMENT OF CASH FLOW

Current Budget \$	Particulars	YTD Budget \$	YTD Actual \$	Variance to YTD Budget \$
	<u>CASH FLOWS FROM OPERATING ACTIVITIES</u>			
	<u>Receipts</u>			
4,745,580	Operating grants, subsidies and contributions	2,083,503	2,072,573	(10,930)
12,233,289	Fees and charges	7,568,168	7,667,811	99,643
17,649	Interest received	11,766	68,720	56,954
1,625,216	Goods and Services Tax received	1,083,477	1,101,487	18,009
1,553,809	Other revenue	1,061,505	1,008,505	(53,000)
20,175,543	Total Receipts for Operations	11,808,419	11,919,096	110,677
	<u>Payments</u>			
(5,242,545)	Employee costs	(3,176,422)	(3,190,926)	(14,504)
(7,326,483)	Materials and contracts	(6,121,235)	(5,399,274)	721,961
(750,565)	Utility charges	(500,238)	(452,365)	47,873
(2,070,576)	Insurance paid	(2,070,576)	(2,000,418)	70,158
(444,051)	Interest expenses	(312,729)	(287,276)	25,454
(1,084,330)	Goods and Services Tax paid	(884,330)	(1,064,544)	(180,214)
(16,918,550)	Total Payments for Operations	(13,065,531)	(12,394,803)	670,728
3,256,993	Net cash provided by (used in) operating activities	(1,257,113)	(475,708)	781,405
	<u>CASH FLOWS FROM INVESTING ACTIVITIES</u>			
(4,990,000)	Purchase of property, plant & equipment	(1,110,000)	(1,117,610)	(7,610)
250,000	Non-operating grants, subsidies and contributions	-	-	-
(4,740,000)	Net cash provided by (used in) investment activities	(1,110,000)	(1,117,610)	(7,610)
	<u>CASH FLOWS FROM FINANCING ACTIVITIES</u>			
(3,230,389)	Repayment of borrowings	(2,483,907)	(2,483,907)	-
(563,566)	Lease principal payments	(375,711)	(373,775)	1,936
3,230,389	Member contributions to loan repayments	2,483,907	2,483,907	-
(563,566)	Net cash provided by (used in) financing activities	(375,711)	(373,775)	1,936
(2,046,573)	Net increase (decrease) in cash held	(2,742,823)	(1,967,093)	775,730
11,974,442	Cash at beginning of year	11,974,442	11,974,442	-
9,927,869	Cash and cash equivalents at the end of the year	9,231,619	10,007,349	775,730

Schedule of Payments made in February 2023

Chq/EFT	Date	Name	Description	Amount
EFT25883	01/02/2023	SMRC Net Payroll Clearing Creditor	Payroll F/E 29/01/2023	116,308.93
EFT25884	03/02/2023	SuperChoice Services Pty Ltd	Super Contributions F/E 15/01/2023	25,538.25
EFT25885	07/02/2023	Fleetcare Pty Ltd	Vehicle novated lease	1,955.35
EFT25886	08/02/2023	Telstra Limited	Mobile Call & Usage Charges	380.97
EFT25887	08/02/2023	Industrial Protective Products (WA)	Safety Equipment	551.16
EFT25888	08/02/2023	Marketforce Productions	Advert for Local Government Notice	741.37
EFT25889	08/02/2023	Synergy - Electricity Retail Corporation	Electricity Charges 9 Aldous Pl Booragoon	746.44
EFT25890	08/02/2023	WD Installation Services	Plant Maintenance - Parts And Services	820.60
EFT25891	08/02/2023	BP Australia P/L	Diesel Fuel	4,233.93
EFT25892	08/02/2023	Minter Ellison Lawyers	Legal Fees	14,865.62
EFT25893	08/02/2023	Natsync Environmental	Pest Control	1,456.00
EFT25894	08/02/2023	Network-IT(WA) PTY LTD	Monthly licence & IT Support	7,611.65
EFT25895	08/02/2023	Perth Recruitment Services Pty Ltd	Labour Hire	19,395.56
EFT25896	08/02/2023	SOLUTIONS PLUS PARTNERSHIP PTY LTD	Software Licenses and Fees	21,091.00
EFT25897	08/02/2023	Skillforce Recruitment Pty Ltd (Octet	Placement Fees & Labour Hire	14,939.25
EFT25898	08/02/2023	Waste Management and Resource Recovery	2023 Membership	1,794.00
EFT25899	08/02/2023	PAYG - Australian Taxation Office (ATO)	Payroll deductions	39,961.00
EFT25900	08/02/2023	City of Fremantle	Cloth nappy rebate	230.00
EFT25901	08/02/2023	Rentokil Initial Pty Ltd (ambius)	Office Amenities	163.02
EFT25902	08/02/2023	All Fire and Electrical WA	Building Maintenance	5,586.96
EFT25903	08/02/2023	CTI Logistics Interstate	Transport of Recyclables	6,929.96
EFT25904	08/02/2023	DLA Piper Australia	Legal Fees	1,510.30
EFT25905	08/02/2023	Wastetrans Wa	Diesel Fuel Levy	4,042.03
EFT25906	08/02/2023	Purearth	FOGO Waste Collection	99,549.46
EFT25907	14/02/2023		Cancelled Payment	-
EFT25908	15/02/2023	Commonwealth Bank of Australia	Investments - Term Deposit	-
EFT25909	15/02/2023	SMRC Net Payroll Clearing Creditor	Payroll F/E 12/02/2023	116,220.10
EFT25910	15/02/2023	SuperChoice Services Pty Ltd	Super Contributions F/E 29/01/2023	22,724.64
EFT25911	16/02/2023	SMRC Net Payroll Clearing Creditor	Payroll F/E 19/02/2023	367.20
EFT25912	21/02/2023	BAS - Australian Taxation Office (ATO)	BAS January 2023	61,118.00
EFT25913	22/02/2023	United Equipment Pty Ltd	Equipment Hire	20,769.10
EFT25914	22/02/2023	Telstra Limited	Landline charges	1,850.98
EFT25915	22/02/2023	Water Corporation*	Utilities	1,946.55
EFT25916	22/02/2023	Cr Andrew White	Members Allowance for Feb'23	676.50
EFT25917	22/02/2023	Cr Doug Thompson*	Members Allowance for Feb'23	2,300.00
EFT25918	22/02/2023	Cr Karen Wheatland	Members Allowance for Feb'23	676.50
EFT25919	22/02/2023	PAYG - Australian Taxation Office (ATO)	Payroll deductions	39,754.00
EFT25920	22/02/2023	Synergy - Electricity Retail Corporation	Utilities	57,525.27
EFT25921	22/02/2023	DRWA Building Doors	Plant Maintenance - Parts And Services	792.00
EFT25922	22/02/2023	Hands-On Infection Control	Employee Vaccinations	392.30
EFT25923	22/02/2023	Natsync Environmental	Pest Control	425.00
EFT25924	22/02/2023	Australian Organics Recycling Association	Local Government Membership 2023	1,100.00
EFT25925	22/02/2023	BP Australia P/L	Deisel Fuel	7,423.55
EFT25926	22/02/2023	Encycle Consulting	Environmental Audit	4,446.75
EFT25927	22/02/2023	Perth Recruitment Services Pty Ltd	Labour Hire	11,706.65

Schedule of Payments made in February 2023

Chq/EFT	Date	Name	Description	Amount
EFT25928	22/02/2023	Super Sweep	CVC Sweeping	5,060.00
EFT25929	22/02/2023	United Equipment Pty Ltd	Equipment Hire	4,830.10
EFT25930	22/02/2023	JD Organics Pty Ltd T/A Garden Organics	Receive and beneficially reuse Processed FOGO	50,719.90
EFT25931	22/02/2023	Purearth	Receive and beneficially reuse Processed FOGO	44,669.52
EFT25932	22/02/2023	Wastetrans Wa	Transport Costs	82,187.50
EFT25933	22/02/2023	Veolia Recycling & Recovery (Perth) Pty Ltd	Waste Disposal	286,164.95
EFT25934	22/02/2023	Applied Industrial Technologies Pty Ltd	Plant Maintenance - Parts And Services	551.81
EFT25935	22/02/2023	Blackwoods Atkins	Hire of Industrial Gas Cylinders	256.43
EFT25936	22/02/2023	Bunnings Group Limited	Plant Maintenance - Parts	103.18
EFT25937	22/02/2023	Con - Mech Pty Ltd	Plant Maintenance - Parts And Services	476.80
EFT25938	22/02/2023	EmbroidMe Myaree	Staff uniforms	176.00
EFT25939	22/02/2023	Lighthouse Locksmiths	Office Amenities	294.80
EFT25940	22/02/2023	MM Electrical Merchandising	Plant Maintenance - Parts And Services	149.97
EFT25941	22/02/2023	PEP Transport	Courier Services	120.65
EFT25942	22/02/2023	Reinol WA	Office Amenities	173.80
EFT25943	22/02/2023	Rentokil Initial Pty Ltd (ambius)	Office Amenities	54.34
EFT25944	22/02/2023	Safety Signs Service	Safety Signage	166.32
EFT25945	22/02/2023	Toyota Material Handling WA Pty Ltd	Plant Maintenance - Parts And Services	811.77
EFT25946	22/02/2023	URSAFERITE PTY LTD	Safety Equipment	992.20
EFT25947	22/02/2023	Water2Water Pty Ltd	Monthly rental charge for Hydrotap	140.00
EFT25948	22/02/2023	Winc Australia Pty Limited	Office Amenities	687.69
EFT25949	22/02/2023	Access Hire Australia	Equipment Hire	1,241.46
EFT25950	22/02/2023	All Fire and Electrical WA	Building Maintenance	2,712.11
EFT25951	22/02/2023	All Rubber TMH Pty Ltd	Plant Maintenance - Parts And Services	14,557.48
EFT25952	22/02/2023	Allclean Property Services Plus	Cleaning Services for CVC	3,518.27
EFT25953	22/02/2023	Analytical Reference Laboratory (WA) P/L -	Waste Audit Costs	1,003.20
EFT25954	22/02/2023	Blue Force Pty Ltd	Security Monitoring	1,288.39
EFT25955	22/02/2023	CJD Equipment Pty Ltd	Plant Maintenance - Parts And Services	9,577.60
EFT25956	22/02/2023	CTI Logistics Interstate	Transport of Recyclables	3,347.60
EFT25957	22/02/2023	Cea Specialty Equipment Pty Ltd	Plant Maintenance - Parts	5,533.78
EFT25958	22/02/2023	Cleanaway Co Pty Ltd	Waste Disposal	2,237.79
EFT25959	22/02/2023	Cleveland Compressed Air Services	Plant Maintenance - Parts	5,533.28
EFT25960	22/02/2023	Fox Refrigeration and Air-Conditioning	Plant Maintenance - Parts And Services	10,050.70
EFT25961	22/02/2023	Global Rewinds	Plant Maintenance - Repair	3,410.00
EFT25962	22/02/2023	Hoisting Equipment Specialist (HESWA)	Equipment Inspection	1,782.00
EFT25963	22/02/2023	Horizon West Landscape & Irrigation Pty Ltd	Landscape Services	7,937.88
EFT25964	22/02/2023	Hydraulink Australia Pty Ltd	Hydraulic hose repair	8,138.72
EFT25965	22/02/2023	Majestic Plumbing Pty Ltd	Plant Maintenance - Services	1,636.58
EFT25966	22/02/2023	Material Recovery Solutions Pty Ltd	Plant Maintenance - Parts	4,619.12
EFT25967	22/02/2023	OTR Tyres	Plant Maintenance - Tyres	1,099.51
EFT25968	22/02/2023	Perth Contract Hydraulics	Plant Maintenance - Parts And Services	11,497.75
EFT25969	22/02/2023	Power Quality Services	Plant Maintenance - Services	1,045.00
EFT25970	22/02/2023	Pritchard Francis	Site Works Planning	2,585.00
EFT25971	22/02/2023	SAGE Automation Pty Ltd	Plant Maintenance - Services	1,636.25
EFT25972	22/02/2023	Selectro Services P/L	Plant Maintenance - Parts And Services	5,175.50

Schedule of Payments made in February 2023

Chq/EFT	Date	Name	Description	Amount
EFT25973	22/02/2023	Sonic Health Plus	Employment Costs	1,149.50
EFT25974	22/02/2023	Southern Cross Cleaning Services	Office Cleaning - Booragoon	1,120.55
EFT25975	22/02/2023	Tema Services Pty Ltd	Laundry Expenses	1,306.47
EFT25976	22/02/2023	WA Fasteners Pty Ltd	Plant Maintenance - Parts	3,462.59
EFT25977	22/02/2023	Work Clobber	Safety Equipment	2,429.00
EFT25978	22/02/2023	XELFLEX PTY LTD	Plant Maintenance - Parts And Services	4,210.04
EFT25979	22/02/2023	Vocus Pty Ltd	Internet Service	1,097.80
EFT25980	23/02/2023	AAA Metal Recycling Australia Pty Ltd	Refund due to incorrectly paid to RRG	3,762.88
			TOTAL PAYMENTS	1,351,109.43

Schedule of Payments made in February 2023

Chq/EFT	Date	Name	Description	Amount
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Schedule of Payments made in March 2023

Chq/EFT	Date	Name	Description	Amount
EFT25981	01/03/2023	SMRC Net Payroll Clearing Creditor	Payroll F/E 26/02/2023	119,046.95
EFT25982	03/03/2023	Solo Resource Recovery	Quarterly CDS Sharing : 01 Oct to 31 Dec 2022	5,130.04
EFT25983	03/03/2023	Veolia Recycling & Recovery (Perth) Pty Ltd	Quarterly CDS Sharing : 01 Oct to 31 Dec 2022	3,481.07
EFT25984	02/03/2023	National Australia Bank (NAB)	Credit card transactions for Feb'23	18,065.86
EFT25985	02/03/2023	SuperChoice Services Pty Ltd	Super Contributions F/E 12/02/2023	22,643.00
EFT25986	03/03/2023	City of Canning	RRRC Lease : 12.03.2023 to 11.04.2023	69,643.75
EFT25987	07/03/2023	Fleetcare Pty Ltd	Vehicle novated lease	1,955.35
EFT25988	09/03/2023	Telstra Limited	Mobile charges	361.92
EFT25989	09/03/2023	Water Corporation*	Utilities	6,824.26
EFT25990	09/03/2023	DLA Piper Australia	Legal fee	294.25
EFT25991	09/03/2023	FUJIFILM Business Innovation Australia Pty	Photocopier fees	247.51
EFT25992	09/03/2023	Hands-On Infection Control	Employee Vaccinations	118.30
EFT25993	09/03/2023	SAGE Automation Pty Ltd	Plant Maintenance - Services	990.00
EFT25994	09/03/2023	Synergy - Electricity Retail Corporation	Utilities	715.58
EFT25995	09/03/2023	Totalenergies Marketing Australia Pty Ltd	Plant Maintenance - Oil	931.70
EFT25996	09/03/2023	VIP Lawns and Gardens (The Trustee for Brad	Gardening Services - Booragoon Office	143.00
EFT25997	09/03/2023	WD Installation Services	Plant Maintenance - Services	346.50
EFT25998	09/03/2023	BP Australia P/L	Deisel Fuel	5,297.20
EFT25999	09/03/2023	CJD Equipment Pty Ltd	Plant Maintenance - Parts And Services	8,012.90
EFT26000	09/03/2023	Environmental & Air Quality Consulting Pty	Environmental Consultations	11,137.46
EFT26001	09/03/2023	Industrial Protective Products (WA)	Safety Equipment	2,343.26
EFT26002	09/03/2023	Marketforce Productions	Advert for Local Government Tender	1,348.07
EFT26003	09/03/2023	Network-IT(WA) PTY LTD	Monthly licence & IT Service	7,981.11
EFT26004	09/03/2023	Perth Recruitment Services Pty Ltd	Labour Hire	11,000.56
EFT26005	09/03/2023	SOLUTIONS PLUS PARTNERSHIP PTY LTD	Software Licenses and Fees	2,970.70
EFT26006	09/03/2023	Simplified Mechanical and Transport	Plant Maintenance - Parts And Services	8,470.00
EFT26007	09/03/2023	The Odour Unit (WA) Pty Ltd	Modification to the odour control system	3,602.50
EFT26008	09/03/2023	Total Packaging (WA) Pty Ltd	Office Amenities	1,064.80
EFT26009	09/03/2023	Wastetrans Wa	Transport Costs	7,769.50
EFT26010	09/03/2023	Western Australian Local Government	WALGA Preferred Supplier Panel rebate payment	1,862.08
EFT26011	09/03/2023	PAYG - Australian Taxation Office (ATO)	Payroll deductions	38,746.00
EFT26012	15/03/2023	Commonwealth Bank of Australia	Investments - Term Deposit	-
EFT26013	15/03/2023	SMRC Net Payroll Clearing Creditor	Payroll F/E 12/03/2023	128,473.25
EFT26014	15/03/2023	SuperChoice Services Pty Ltd	Super contributions F/E 26/02/2023	23,154.85
EFT26015	22/03/2023	BAS - Australian Taxation Office (ATO)	BAS February 2023	42,863.00
EFT26016	22/03/2023	Vocus Pty Ltd	Monthly internet service	1,097.80
EFT26017	28/03/2023	Telstra Limited	Landline charges	2,514.30
EFT26018	28/03/2023	PAYG - Australian Taxation Office (ATO)	Payroll deductions	41,747.00
EFT26019	28/03/2023	Cr Andrew White	Members Allowance	676.50
EFT26020	28/03/2023	Cr Doug Thompson*	Members Allowance	2,300.00
EFT26021	28/03/2023	Cr Karen Wheatland	Members Allowance	676.50
EFT26022 to EFT26089		Refer April Schedule of Payments		-
EFT26090	29/03/2023	SMRC Net Payroll Clearing Creditor	Payroll f/e 26.03.2023	120,876.97
EFT26091	30/03/2023	Commonwealth Bank of Australia	Investments - Term Deposit	-
EFT26092	30/03/2023	WA Treasury Corporation	Loan Repayments	696,161.35

Schedule of Payments made in March 2023

Chq/EFT	Date	Name	Description	Amount
EFT26093	30/03/2023	SuperChoice Services Pty Ltd	Super Contributions F/E 12/03/2023	24,282.92
EFT26094	30/03/2023	National Australia Bank (NAB)	Credit card transactions for Mar'23	14,564.88
EFT26095	31/03/2023	City of Canning	RRRC Lease :12/04/2023 - 11/05/2023	69,643.75
EFT26096	31/03/2023	WA Treasury Corporation	Loan Repayments	95,390.78
TOTAL PAYMENTS				1,626,969.03

Schedule of Payments made in March 2023

Chq/EFT	Date	Name	Description	Amount
EFT25984	02/03/2023	Credit Card Transactions for February 2023		
EFT25984	27/02/2023	Haru Sushi	Meetings	15.50
EFT25984	27/02/2023	Adobe Acropro Subs	Software License Fees	487.91
EFT25984	27/02/2023	Myaree Iga/4/67 North Lak	Staff amenities	7.38
EFT25984	24/02/2023	Wanewsditi	Staff amenities	84.00
EFT25984	23/02/2023	Adobe Creative Cloud	Software License Fees	79.99
EFT25984	24/02/2023	Blue Horse Wa Pty Lt	Employee Training	490.00
EFT25984	23/02/2023	Safety Training Prof	Employee Training	150.00
EFT25984	23/02/2023	Coles 0332	Staff amenities	8.70
EFT25984	23/02/2023	Officeworks 0616	Audit supplies	82.60
EFT25984	23/02/2023	Coles 0358	Staff amenities	13.05
EFT25984	22/02/2023	Officeworks 0620	Audit supplies	166.50
EFT25984	20/02/2023	Krazy Kraft Willeton	Audit supplies	15.96
EFT25984	20/02/2023	Gilberts Fresh Mark	Staff amenities	38.21
EFT25984	21/02/2023	Coles Express 6936	Staff amenities	3.50
EFT25984	21/02/2023	Au* Seek Oml502996004	Seek advertising	3,465.00
EFT25984	20/02/2023	United Scanning Servic	Plant Maintenance - Services	1,791.90
EFT25984	20/02/2023	Ipy*sevenoaskaterin	Catering for meeting	388.00
EFT25984	20/02/2023	Coles 0358	Audit supplies	57.60
EFT25984	20/02/2023	Facebk *nn789mx6p2	Promotions and Advertisements	155.89
EFT25984	17/02/2023	Coles 0332	Staff amenities	7.95
EFT25984	16/02/2023	Subway Market City	Catering for meeting	26.15
EFT25984	17/02/2023	Allsports Trophies	Staff Amenities	90.00
EFT25984	16/02/2023	Zoom.Us 888-799-9666	Software Licensing and Maintenance Fees	20.99
EFT25984	16/02/2023	Coles 0358	Catering for meeting	70.04
EFT25984	15/02/2023	Cheeky Boy Espresso	Meeting	8.00
EFT25984	16/02/2023	Dri*autodesk	Annual Subscription Renewal	1,860.00
EFT25984	14/02/2023	Kmart	Stationery	40.00
EFT25984	15/02/2023	Jonlin Hydraulics &	Plant Maintenance - Parts	305.79
EFT25984	15/02/2023	Total Tools Canning	Plant Maintenance - Parts	68.50
EFT25984	14/02/2023	Wageloch	Software License Fees	486.87
EFT25984	13/02/2023	Fedex Express Australi	Parts - Postage and Shipping Costs	679.03
EFT25984	14/02/2023	Coles 0332	Staff amenities	9.10
EFT25984	13/02/2023	Gilberts Fresh Mark	Staff amenities	52.62
EFT25984	13/02/2023	Upwork -556416901ref	Software Licensing and Maintenance Fees	93.97
EFT25984	13/02/2023	Sp Kings Square	Meeting	9.20
EFT25984	13/02/2023	Pinnacle Height Safety	Employee Training	175.00
EFT25984	13/02/2023	Dangelo Cafe	Meeting	10.00
EFT25984	13/02/2023	St John Ambulance Aust	Employee Training	160.00
EFT25984	13/02/2023	Dangelo Cafe	Meeting	20.00
EFT25984	10/02/2023	Sitech Wa Pty Ltd	Software Licensing and Maintenance Fees	192.50
EFT25984	12/02/2023	Mailchimp *misc	Mailchimp newsletter subscription	57.76
EFT25984	10/02/2023	Mobile Test N Cal Au	Plant Maintenance - Servicess	329.99
EFT25984	09/02/2023	Myaree Lunch Bar	Catering for meeting	80.00

Schedule of Payments made in March 2023

Chq/EFT	Date	Name	Description	Amount
EFT25984	09/02/2023	Wilson Parking	Mobile Patrol Services	1,087.24
EFT25984	08/02/2023	Kee Hire Pty Ltd	Transport of FOGO Shredder	673.75
EFT25984	07/02/2023	Company Director	AICD ANnual Membership	705.00
EFT25984	07/02/2023	ldw	Stationery	83.46
EFT25984	06/02/2023	ldw	Stationery	128.54
EFT25984	06/02/2023	Insight Call Centre	Community Feedback Hotline	175.32
EFT25984	06/02/2023	Gilberts Fresh Mark	Staff amenties	43.10
EFT25984	07/02/2023	Auspost Po Box	PO Box Renewal	229.00
EFT25984	06/02/2023	Sq *mobile Mouse	Employee Training	295.00
EFT25984	07/02/2023	Woolworths/Garden City S/	Staff amenties	8.70
EFT25984	02/02/2023	Town Of Cambridge	Parking	5.80
EFT25984	03/02/2023	Hello Visitor Pty Lt	Software License Fees	30.79
EFT25984	03/02/2023	Cafe Bean	Meeting	21.40
EFT25984	01/02/2023	Adobe Stock	Software License Fees	26.39
EFT25984	02/02/2023	Officeworks 0620	Stationery	29.00
EFT25984	02/02/2023	Amazon Web Services	Software License Fees	287.91
EFT25984	02/02/2023	Woolworths/Nicholson Rd &	Catering for meeting	31.00
EFT25984	01/02/2023	Sq *willetton Trophy C	Staff Amenties	13.46
EFT25984	01/02/2023	Coles Express 6936	Fuel for Ute	99.21
EFT25984	01/02/2023	Simpleinout.Com	Software License Fees	43.07
EFT25984	01/02/2023	Myaree Lunch Bar	Catering for Meeting	76.00
EFT25984	31/01/2023	Coles Express 6936	Staff amenties	3.50
EFT25984	30/01/2023	Gilberts Fresh Mark	Staff amenties	48.78
EFT25984	30/01/2023	Local Governement Mana	Employee Training	1,070.00
EFT25984	30/01/2023	Myaree lga/4/67 North Lak	Staff amenities	7.38
EFT25984	27/01/2023	Adobe Acropro Subs	Software License Fees	487.91
Credit Card Purchases - February 2023				18,065.86

Schedule of Payments made in March 2023

Chq/EFT	Date	Name	Description	Amount
EFT26094	30/03/2023	Credit Card Transactions for March 2023		
EFT26094	27/03/2023	Woolworths/Garden City S/	Staff amenities	17.40
EFT26094	23/03/2023	Adobe Creative Cloud	Software License Fees	79.99
EFT26094	23/03/2023	Autopro Canning Vale	Plant Maintenance - Parts	25.99
EFT26094	23/03/2023	Kmart 1162	Stationery	5.00
EFT26094	23/03/2023	Australiapro	Design Expenses	180.11
EFT26094	22/03/2023	Au* Seek Oml503000125	Employee Advertising	309.10
EFT26094	21/03/2023	Digidirect	Camera equipment for Communication teams	4,453.36
EFT26094	21/03/2023	Ebay O*14-09845-58057	Camera equipment for Communication teams	156.99
EFT26094	21/03/2023	Ezi*illion (General Ac	Company Verification Report	33.44
EFT26094	21/03/2023	Shire Of Shark Bay	Accom. - Gascoyne Environment & Waste Summit	726.00
EFT26094	21/03/2023	Rex Airlines	Flights - Gascoyne Environment & Waste Summit	543.00
EFT26094	21/03/2023	Better Batt Pty. Ltd.	Camera equipment for Communication teams	74.40
EFT26094	20/03/2023	Allightsykes Pty Ltd	Plant Maintenance - Services	881.95
EFT26094	20/03/2023	Coles 0358	Refund due to overcharged	- 27.30
EFT26094	20/03/2023	Repco	Plant Maintenance - Parts	50.00
EFT26094	20/03/2023	Coles 0358	Staff amenities	80.37
EFT26094	16/03/2023	Coles Online	Wellbeing/Gardening Day bbq	154.20
EFT26094	16/03/2023	Smp*southern River Mea	Wellbeing/Gardening Day bbq	24.85
EFT26094	17/03/2023	Coles 0294	Wellbeing/Gardening Day bbq	18.75
EFT26094	16/03/2023	The Reject Shop 6633	Wellbeing/Gardening Day bbq	8.50
EFT26094	17/03/2023	Coles Express 6936	Wellbeing/Gardening Day bbq	16.50
EFT26094	16/03/2023	Bunnings 317000	Wellbeing/Gardening Day bbq	42.63
EFT26094	16/03/2023	Sp Grouch And Co Pty	Staff amenities	114.00
EFT26094	15/03/2023	Lucky Charm Sth River	Stationery	29.90
EFT26094	16/03/2023	City Of Vincent	Parking	14.05
EFT26094	16/03/2023	Coles 0358	Catering for meeting	18.00
EFT26094	16/03/2023	Coles 0358	Catering for meeting	37.34
EFT26094	15/03/2023	Autobarn Cockburn	Plant Maintenance - Parts	109.99
EFT26094	16/03/2023	Source Separation Systems	Staff amenities	49.95
EFT26094	16/03/2023	Zoom.Us 888-799-9666	Software Licensing and Maintenance Fees	20.99
EFT26094	16/03/2023	Coles 0358	Wellbeing/Gardening Day bbq	41.31
EFT26094	16/03/2023	Kee Transport Austra	Transport of FOGO Shredder	577.50
EFT26094	14/03/2023	Wageloch	Wageloch Software licensing and maintenance fees	554.03
EFT26094	15/03/2023	Officeworks 0620	Stationery	19.08
EFT26094	15/03/2023	Coles 0294	Stationery	6.60
EFT26094	14/03/2023	City Of Perth Parking-Ons	Parking	10.10
EFT26094	14/03/2023	Taipan Pty Ltd	Plant Maintenance - Parts	164.01
EFT26094	14/03/2023	City Of Perth Parking-Ons	Parking	10.10
EFT26094	14/03/2023	Coles 0332	Staff amenities	13.05
EFT26094	13/03/2023	Gilberts Fresh Mark	Staff amenities	34.80
EFT26094	13/03/2023	Blue Horse Wa Pty Lt	Employee Training	600.00
EFT26094	09/03/2023	Department Of Transpor	Vehicle Licence Renewal	406.70
EFT26094	09/03/2023	Department Of Transpor	Vehicle Licence Renewal	82.85

Schedule of Payments made in March 2023

Chq/EFT	Date	Name	Description	Amount
EFT26094	12/03/2023	Mailchimp *misc	Monthly subscription	60.79
EFT26094	07/03/2023	Company Director	Employee Training	69.00
EFT26094	09/03/2023	Coles 0332	Staff amenties	8.70
EFT26094	09/03/2023	Tenderlink Com	Tender Notice	415.80
EFT26094	09/03/2023	Sp Heapsgood	Stationery	28.90
EFT26094	08/03/2023	Coles Express 2723	Fuel	135.67
EFT26094	08/03/2023	Pinnacle Height Safety	Employee Training	275.00
EFT26094	08/03/2023	Sitech Wa Pty Ltd	Monthly licence	192.50
EFT26094	08/03/2023	Wilson Parking	Mobile Patrol Services	1,018.93
EFT26094	07/03/2023	Blackwoods Cv	Building Maintenance	93.58
EFT26094	08/03/2023	Volvo Group Australia	Plant Maintenance - Services	511.70
EFT26094	07/03/2023	Coles 0358	Staff amenties	42.09
EFT26094	07/03/2023	Myaree Iga/4/67 North Lak	Staff amenties	7.38
EFT26094	05/03/2023	Linkedin 8026492126	Employee Training	299.88
EFT26094	03/03/2023	Hello Visitor Pty Lt	Software License Fees	31.16
EFT26094	03/03/2023	Amazon Web Services	Software License Fees	169.85
EFT26094	01/03/2023	Adobe Stock	Software License Fees	26.39
EFT26094	01/03/2023	Haru Sushi	Meetings	16.50
EFT26094	01/03/2023	Simpleinout.Com	Software License Fees	45.20
EFT26094	28/02/2023	Town Of Cambridge	Parking	5.80
EFT26094	28/02/2023	Insight Call Centre	Community Feedback Hotline	171.00
EFT26094	28/02/2023	Haru Sushi	Meetings	15.50
EFT26094	28/02/2023	Grouch & Co P/L	Staff amenties	114.00
EFT26094	27/02/2023	Gilberts Fresh Mark	Staff amenties	39.98
Credit Card Purchases - March 2023				14,564.88

Schedule of Payments made in April 2023

Chq/EFT	Date	Name	Description	Amount
EFT26022	01/04/2023	FUJIFILM Business Innovation Australia Pty	Photocopier fees	287.10
EFT26023	01/04/2023	Arbon Equipment Pty Ltd	Plant Maintenance - Parts and Services	6,875.00
EFT26024	01/04/2023	Australian Bale Press Company	Plant Maintenance - Parts and Services	3,426.50
EFT26025	01/04/2023	BP Australia P/L	Diesel Fuel	2,656.53
EFT26026	01/04/2023	Environmental & Air Quality Consulting Pty	Environmental Consultations	2,062.02
EFT26027	01/04/2023	Helene Pty Ltd T/as Lo-Go Appointments	Labour Hire	4,874.14
EFT26028	01/04/2023	Industrial Protective Products (WA)	Safety Equipment	1,314.04
EFT26029	01/04/2023	Jz Building Contractors Pty Ltd	Release final retention amount held	11,748.53
EFT26030	01/04/2023	Minter Ellison Lawyers	Legal Fees	15,829.44
EFT26031	01/04/2023	Network-IT(WA) PTY LTD	Monthly licence & IT Service	6,953.98
EFT26032	01/04/2023	Perth Recruitment Services Pty Ltd	Labour Hire	15,978.15
EFT26033	01/04/2023	SOLUTIONS PLUS PARTNERSHIP PTY LTD	Implementation Core SAP Business One (T2022/07)	21,091.00
EFT26034	01/04/2023	Super Sweep	CVC Road sweeping for Feb'23	5,060.00
EFT26035	01/04/2023	Synergy - Electricity Retail Corporation	Utilities	50,061.44
EFT26036	01/04/2023	United Equipment Pty Ltd	Equipment Hire	4,392.30
EFT26037	01/04/2023	Office of the Auditor General	Audit fee year ended 30.06.2022	33,880.00
EFT26038	01/04/2023	Selectro Services P/L	Plant Maintenance - Parts and Services	32,455.94
EFT26039	01/04/2023	JD Organics Pty Ltd T/A Garden Organics	Removal of Unprocessed Greenwaste (T2022-06)	5,066.60
EFT26040	01/04/2023	Purearth	Receive and beneficially reuse Processed FOGO	76,638.90
EFT26041	01/04/2023	Veolia Recycling & Recovery (Perth) Pty Ltd	Waste Disposal	182,142.09
EFT26042	01/04/2023	Wastetrans Wa	Transport Costs	82,127.42
EFT26043	01/04/2023	BSC Motion Technology	Plant Maintenance - Services	242.72
EFT26044	01/04/2023	Blackwoods Atkins	Hire of Industrial Gas Cylinders	349.34
EFT26045	01/04/2023	Blue Force Pty Ltd	Security Monitoring	779.63
EFT26046	01/04/2023	City of Melville	Strategic Planning Workshop 2023	564.45
EFT26047	01/04/2023	Cleveland Compressed Air Services	Plant Maintenance - Services	438.63
EFT26048	01/04/2023	Di Candilo Steel City	Plant Maintenance - Steel	385.00
EFT26049	01/04/2023	Lighthouse Locksmiths	Office Amenities	132.00
EFT26050	01/04/2023	Lucid Consulting Engineers (WA) Pty Ltd	Solar Performance Specification	286.00
EFT26051	01/04/2023	PEP Transport	Courier Services	122.79
EFT26052	01/04/2023	Powerdrive (WA) PTY LTD	Plant Maintenance - Parts	611.27
EFT26053	01/04/2023	Pritchard Francis	Push walls inspection	588.50
EFT26054	01/04/2023	Rentokil Initial Pty Ltd (ambius)	Office Amenities	58.85
EFT26055	01/04/2023	Smart Office Systems Pty Ltd	Consulting services - configuration of MS SharePoint	660.00
EFT26056	01/04/2023	Southern Cross Cleaning Services	Office Cleaning - Booragoon	909.77
EFT26057	01/04/2023	Statewide Bearings	Plant Maintenance - Parts	278.41
EFT26058	01/04/2023	TRI TECH GROUP PTY LTD T/A Janissen	Lighting Maintenance (MRF)	698.50
EFT26059	01/04/2023	Total Electrical & Mechanical Services Pty Ltd	Plant Maintenance - Services	484.00
EFT26060	01/04/2023	Toyota Material Handling WA Pty Ltd	Plant Maintenance - Services and parts	386.83
EFT26061	01/04/2023	Water2Water Pty Ltd	Monthly rental charge for Hydrotap	140.00
EFT26062	01/04/2023	Winc Australia Pty Limited	Office Amenities	405.71
EFT26063	01/04/2023	Work Clobber	Safety Equipment	392.70
EFT26064	01/04/2023	Access Hire Australia	Equipment Hire	1,128.60
EFT26065	01/04/2023	All Rubber TMH Pty Ltd	Plant Maintenance - Parts and Services	12,289.27
EFT26066	01/04/2023	Allclean Property Services Plus	Cleaning Services for CVC	3,518.27
EFT26067	01/04/2023	Analytical Reference Laboratory (WA) P/L -	Waste Audit Costs	1,228.70
EFT26068	01/04/2023	Bunnings Group Limited	Plant Maintenance - Parts	1,430.55

Schedule of Payments made in April 2023

Chq/EFT	Date	Name	Description	Amount
EFT26069	01/04/2023	CJD Equipment Pty Ltd	Plant Maintenance - Parts and Services	25,819.00
EFT26070	01/04/2023	CTI Logistics Interstate	Transport of Recyclables	13,018.04
EFT26071	01/04/2023	City of Wanneroo	Long Service Leave Liability claim	3,537.00
EFT26072	01/04/2023	Cleanaway Co Pty Ltd	Waste Disposal	1,852.18
EFT26073	01/04/2023	Dapper Apps Pty Ltd	RecycleRight App support	3,300.00
EFT26074	01/04/2023	E Fire & Safety (WA)	Building Maintenance	1,237.50
EFT26075	01/04/2023	Ecocycle Pty Ltd	Plant Maintenance - Parts and Services	4,559.53
EFT26076	01/04/2023	Fox Refrigeration and Air-Conditioning	Plant Maintenance - Parts and Services	2,844.60
EFT26077	01/04/2023	Horizon West Landscape & Irrigation Pty Ltd	Landscape Services (CVC)	3,730.38
EFT26078	01/04/2023	Hydraulink Australia Pty Ltd	Plant Maintenance - Parts and Services	1,942.68
EFT26079	01/04/2023	Material Recovery Solutions Pty Ltd	Bailing wire ofr MRF	16,426.10
EFT26080	01/04/2023	McIntosh & Son WA	Plant Maintenance - Parts and Services	1,446.44
EFT26081	01/04/2023	Mineral Processing Solutions Pty Ltd	Equipment Hire - Slow Speed Shredder	26,500.10
EFT26082	01/04/2023	OPS Screening & Crushing Equipment Pty Ltd	Equipment Hire	12,622.48
EFT26083	01/04/2023	OTR Tyres	Plant Maintenance - Tyres	3,900.66
EFT26084	01/04/2023	SAGE Automation Pty Ltd	Plant Maintenance - Services	3,203.20
EFT26085	01/04/2023	Sonic Health Plus	Employment Costs	1,081.30
EFT26086	01/04/2023	Tema Services Pty Ltd	Laundry Expenses	1,051.11
EFT26087	01/04/2023	WA Fasteners Pty Ltd	Plant Maintenance - Parts	6,184.84
EFT26088	01/04/2023	Wastedrive Pty Ltd	Plant Maintenance - Consumables	2,787.85
EFT26089	01/04/2023	XELFLEX PTY LTD	Plant Maintenance - Parts and Services	22,937.56
EFT26090 to EFT26096		Refer March Schedule of Payments		-
EFT26097	11/04/2023	Telstra Limited	Landline/ VOIP/ Mobile expenses	1,852.63
EFT26098	11/04/2023	PAYG - Australian Taxation Office (ATO)	Payroll deductions	37,552.00
EFT26099	11/04/2023	Perth Recruitment Services Pty Ltd	Labour Hire	34,632.80
EFT26100	11/04/2023	Arbon Equipment Pty Ltd	Plant Maintenance - Services	385.00
EFT26101	11/04/2023	Synergy - Electricity Retail Corporation	Utilities, Corporate Office	686.87
EFT26102	11/04/2023	VIP Lawns and Gardens (The Trustee for Brad	Gardening Services - Corporate Office	700.00
EFT26103	11/04/2023	BP Australia P/L	Diesel Fuel	9,355.82
EFT26104	11/04/2023	DRWA Building Doors	Plant Maintenance - Parts and Services	4,444.00
EFT26105	11/04/2023	Environmental & Air Quality Consulting Pty	Bio-filter performance testing	5,698.00
EFT26106	11/04/2023	Helene Pty Ltd T/as Lo-Go Appointments	Labour Hire	3,036.35
EFT26107	11/04/2023	Industrial Protective Products (WA)	Safety Equipment	1,820.84
EFT26108	11/04/2023	Learning Horizons	Facilitate 2023 Strategic Directions Workshop	4,950.00
EFT26109	11/04/2023	Network-IT(WA) PTY LTD	Monthly licence & IT Service	5,940.32
EFT26110	11/04/2023	Super Sweep	CVC Road Sweeping for Mar'23	5,236.00
EFT26111	11/04/2023	United Equipment Pty Ltd	Equipment Hire	3,940.09
EFT26112	11/04/2023	All Fire and Electrical WA	Building Maintenance	786.50
EFT26113	11/04/2023	OTR Tyres	Plant Maintenance - Tyres	422.62
EFT26114	11/04/2023	JD Organics Pty Ltd T/A Garden Organics	Receive and beneficially reuse Processed FOGO	45,228.70
EFT26115	11/04/2023	Veolia Recycling & Recovery (Perth) Pty Ltd	Waste Disposal	106,118.75
EFT26116	11/04/2023	SMRC Net Payroll Clearing Creditor	Payroll	117,768.90
EFT26117	06/04/2023	Fleetcare Pty Ltd	Vehicle lease	1,955.35
EFT26118	17/04/2023	Cemac Technologies	Plant Maintenance - Parts	61,479.55
EFT26119	19/04/2023	Cr Andrew White	Members Allowance	676.50
EFT26120	19/04/2023	Cr Doug Thompson*	Members Allowance	2,300.00
EFT26121	19/04/2023	Cr Karen Wheatland	Members Allowance	676.50

Schedule of Payments made in April 2023

Chq/EFT	Date	Name	Description	Amount
EFT26122	19/04/2023	JD Organics Pty Ltd T/A Garden Organics	Receive and beneficially reuse Processed FOGO	52,353.40
EFT26123	19/04/2023	Purearth	Receive and beneficially reuse Processed FOGO	76,322.40
EFT26124	19/04/2023	Veolia Recycling & Recovery (Perth) Pty Ltd	Waste Disposal	266,131.78
EFT26125	19/04/2023	Wastetrans Wa	Transport Costs	78,528.17
EFT26126	19/04/2023	Applied Industrial Technologies Pty Ltd	Plant Maintenance - Parts	165.86
EFT26127	19/04/2023	Blackwoods Atkins	Hire of Industrial Gas Cylinders	231.62
EFT26128	19/04/2023	Blue Force Pty Ltd	Supply 30 x Swipe Cards	572.00
EFT26129	19/04/2023	Bunnings Group Limited	Wellbeing/Gardening Day bbq	212.85
EFT26130	19/04/2023	Di Candilo Steel City	Plant Maintenance - Steel	280.50
EFT26131	19/04/2023	Fox Refrigeration and Air-Conditioning	Plant Maintenance - Sevices	540.00
EFT26132	19/04/2023	Majestic Plumbing Pty Ltd	Plant Maintenance - Sevices	577.50
EFT26133	19/04/2023	OPS Screening & Crushing Equipment Pty Ltd	Plant Maintenance - Parts	164.73
EFT26134	19/04/2023	PEP Transport	Courier Services	73.42
EFT26135	19/04/2023	Polyurethane Processors (PUP)	Plant Maintenance - Parts	891.00
EFT26136	19/04/2023	Pritchard Francis	Push walls inspection	583.00
EFT26137	19/04/2023	Rentokil Initial Pty Ltd (ambius)	Office Amenities	58.85
EFT26138	19/04/2023	Southern Cross Cleaning Services	Office Cleaning - Booragoon	909.77
EFT26139	19/04/2023	St John Ambulance Australia	First Aid Kit Inspections	432.84
EFT26140	19/04/2023	URSAFERITE PTY LTD	Safety Equipment	671.00
EFT26141	19/04/2023	Winc Australia Pty Limited	Office Amenities	996.07
EFT26142	19/04/2023	Wren Oil	Oil Waste Disposal	16.50
EFT26143	19/04/2023	Lucid Consulting Engineers (WA) Pty Ltd	Wet Fire Services Systems Documentation	58,850.00
EFT26144	19/04/2023	Access Hire Australia	Equipment Hire	1,780.80
EFT26145	19/04/2023	Allclean Property Services Plus	Cleaning Services for CVC	3,518.27
EFT26146	19/04/2023	Analytical Reference Laboratory (WA) P/L -	Waste Audit Costs	1,228.70
EFT26147	19/04/2023	BCA Consultants (WA) Pty Ltd	Building Maintenance	1,650.00
EFT26148	19/04/2023	CJD Equipment Pty Ltd	Plant Maintenance - Parts and Services	12,652.20
EFT26149	19/04/2023	Cea Specialty Equipment Pty Ltd	Plant Maintenance - Parts	1,023.96
EFT26150	19/04/2023	City of Mandurah	Long Service Leave Liability claim	19,112.48
EFT26151	19/04/2023	Cleanaway Co Pty Ltd	Waste Disposal	3,057.34
EFT26152	19/04/2023	Dapper Apps Pty Ltd	RecycleRight App support	6,600.00
EFT26153	19/04/2023	Europcar T/A Thrifty Car Rental	Truck hire for WARRRL Household Audit	1,644.72
EFT26154	19/04/2023	Horizon West Landscape & Irrigation Pty Ltd	Landscape Services (CVC)	3,730.38
EFT26155	19/04/2023	Hydraulink Australia Pty Ltd	Plant Maintenance - Parts and Services	1,835.42
EFT26156	19/04/2023	Lighthouse Locksmiths	Building Maintenance	1,078.00
EFT26157	19/04/2023	Mineral Processing Solutions Pty Ltd	Equipment Hire - Slow Speed Shredder	15,514.40
EFT26158	19/04/2023	OTR Tyres	Plant Maintenance - Tyres	2,448.05
EFT26159	19/04/2023	Perth Contract Hydraulics	Plant Maintenance - Parts and Services	8,397.33
EFT26160	19/04/2023	Powerdrive (WA) PTY LTD	Plant Maintenance - Parts and Services	4,488.87
EFT26161	19/04/2023	SAGE Automation Pty Ltd	Plant Maintenance - Services	9,844.13
EFT26162	19/04/2023	SAI Global Limited	Certification Audit	17,101.70
EFT26163	19/04/2023	Selectro Services P/L	Plant Maintenance - Parts and Services	13,976.16
EFT26164	19/04/2023	Snap Printing Canning Vale	Office Amenities	1,034.25
EFT26165	19/04/2023	Sonic Health Plus	Employment Costs	1,653.30
EFT26166	19/04/2023	TRI TECH GROUP PTY LTD T/A Janissen	Quarterly test and tagging (CVC)	1,062.11
EFT26167	19/04/2023	Tema Services Pty Ltd	Laundry Expenses	1,221.35
EFT26168	19/04/2023	WA Fasteners Pty Ltd	Plant Maintenance - Parts	4,449.12

Schedule of Payments made in April 2023

Chq/EFT	Date	Name	Description	Amount
EFT26169	19/04/2023	WATM Crane Sales and Services	Plant Maintenance - Services	2,182.99
EFT26170	19/04/2023	Water2Water Pty Ltd	Hydrotaps maintenance & services	4,124.00
EFT26171	19/04/2023	XELFLEX PTY LTD	Plant Maintenance - Parts and Services	20,076.10
EFT26172	20/04/2023	BAS - Australian Taxation Office (ATO)	BAS March 2023	1,322.00
EFT26173	20/04/2023	PAYG - Australian Taxation Office (ATO)	Payroll deductions	36,950.00
EFT26174	24/04/2023	SMRC Net Payroll Clearing Creditor	Payroll f/e 23.04.2023	118,545.29
EFT26175	20/04/2023	SuperChoice Services Pty Ltd	Superannuation contributions	22,114.29
EFT26176	20/04/2023	SuperChoice Services Pty Ltd	Resubmit super contribution - F/E 12 March 2023	35.24
EFT26177	24/04/2023	Vocus Pty Ltd	Monthly internet service	1,097.80
EFT26178 to EFT26192		Refer May Schedule of Payments		-
EFT26193	26/04/2023	SuperChoice Services Pty Ltd	Superannuation contributions	22,161.03
EFT26194	28/04/2023	City of Canning	RRRC Lease : 12/05/2023 - 11/06/2023	69,643.75
TOTAL PAYMENTS				2,188,977.04