



**Resource
Recovery
Group**

Recycle. Innovate. Educate.



CORPORATE BUSINESS PLAN 2025 – 2029

Approved by Council 26 June 2025

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MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

Joining Resource Recovery Group in December 2024, I am proud to assist the organisation as it transitions its current operations and prepares to wind up. Resource Recovery Group has proudly and consistently achieved high recovery rates, minimising waste to landfill, for more than 20 years.

We continue to provide effective and efficient processing services for our Member Council's and our commercial partners and whilst we continue operations, we remain committed to our high recovery rates and ensuring ethical reprocessing solutions for recovered waste streams.

Over the last few months, we have welcomed the commissioning of Waste to Energy, further reducing the need for landfill and assisting our Member Councils in achieving very high recovery rates.

The transition of Recycle Right to the Department of Water and Environment has paved the way for our education services to be delivered to all local governments in Western Australia.

During 2025-2026 we will continue working with Member Council's to transition the operations to whatever organization/s they select to undertake resource recovery in the future.

I look forward to continuing to work with our Councillors, Member Councils, staff and stakeholders to achieve a successful transition and wind-up of the Resource Recovery Group.

Marten Tieleman
Acting Chief Executive Officer



PURPOSE OF THE PLAN

The Corporate Business Plan is an internal business planning tool that translates Council priorities into operations within the resources available.

The Plan influences the development of operational budgets, identifies key priorities and performance measures.

TERMINOLOGY USED IN THIS PLAN

AMP	Asset Management Plan
CBP	Corporate Business Plan
DWER	Department of Water and Environmental Regulation
EMS	Environmental Management System
FOGO	Food Organics, Garden Organics
GWF	Green Waste Facility
ICT	Information Communications Technology
LTFP	Long Term Financial Plan
MRF	Materials Recovery Facility
MSW	Municipal Solid Waste
RRG	Resource Recovery Group
RRRC	Regional Resource Recovery Centre – also known as Canning Vale Centre
SCP	Strategic Community Plan
SMRC	Southern Metropolitan Regional Council
WARR	Waste Avoidance and Resource Recovery
WCF	Waste Composting Facility
WFP	Workforce Plan
WHS	Work Health and Safety
WMC	Waste Management Collective working group

VISION AND MISSION

VISION	<i>A circular economy with less waste and lower carbon emissions</i>
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.

HOW WE WERE ESTABLISHED

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 directly to landfill each year with little consideration of the future social, economic and environmental implications.

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

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

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, City of Kwinana in June 2021 and Town of East Fremantle in July 2024.

Remaining Member Participants, Cities of Melville and Fremantle, have now all formally notified their intention to withdraw from the Regional Council.

As a result of these decisions the organisation is now working collaboratively with the Cities of Melville, Fremantle and Canning (as landowner of the RRG's Canning Vale resource recovery site) to review and assess opportunities for a new service model that preferably will result in the core functions continuing to operate into the future at Canning Vale Centre.

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.

Resource Recovery Group, previously Southern Metropolitan Regional Council, was established under an Establishment Agreement by local governments and each participant may participate in regional projects. Each Project is governed by a Participants' Project Agreement.

There are two core projects being:

- The Regional resource Recovery Centre (RRRC) Project
- 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 have also been undertaken.

The Regional Resource Recovery Centre at Canning Vale, now named the Canning Vale Centre, 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 Canning Vale Centre 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 240L yellow lidded bins and are sorted and recovered in the Materials Recovery Facility (MRF) then sold to domestic and international markets.
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.

DECISIONS OF CURRENT MEMBER COUNCIL'S

The City of Melville resolved on 21 November 2023 to withdraw from the Resource Recovery Group and all Projects with effect 1 July 2025.

The City of Melville considered the matter further at its meeting of council held on 17 September 2024 and resolved to extend their withdrawal date to 31 December 2025. Council also provided delegated authority to the Chief Executive Officer to vary the membership period further if required.

On 22 November 2023 the City of Fremantle, acknowledging that the decision by City of Melville would leave them as the only remaining Participant, resolved to undertake exploration to prepare, develop and assess to move RRG to a new service model, to be developed through a collaborate agreement that also includes the City of Melville, City of Canning and the Town of East Fremantle.

The City of Fremantle also resolved to request the RRG Council to commence the process for a formal windup of the Resource Recovery Group.

On 22 May 2024, the City of Fremantle further resolved to withdraw as a Member and Project Participant of the Resource Recovery Group, effective from 1 July 2025. The resolution provided a delegation to the Chief Executive Officer to extend the cities membership beyond 1 July 2025 should the need arise.

WASTE MANAGEMENT COLLECTIVE WORKING GROUP

As a result of the above decisions, a Memorandum of Understanding was entered into between the Cities of Melville, Fremantle, Canning & The Town of East Fremantle in December 2023.

Subsequently the Town of East Fremantle withdrew from the Collective. The remaining parties are actively collaborating to establish an arrangement that preferably will ensure the operations at the Canning Vale Centre transition to a new operating business model that continues to operate and achieve high recovery targets into the future.

RRG meets regularly with the working group to provide expert knowledge and information to assist the working group and consultants appointed by the collective.

INTEGRATED PLANNING & 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 (2022-2032)

The Strategic Community Plan developed in 2022 articulated the long-term vision, aspirations and objectives for member councils and our communities at that time. Significant changes in direction have been made by Member Councils since this plan was approved.

All Member Councils have now resolved to withdraw from the Regional Local Government and all associated Projects. As such the Strategic Community Plan no longer accurately represents our strategic vision.

Some aspects of the Strategic Community Plan (SCP) will no longer be pursued in 2024-2025 and as the RRG will now be wound-up the SCP will cease at that time.

Corporate Business Plan (4 years)

The Corporate Business Plan drives the operation of the Resource Recovery Group over the short to medium term, normally a 4 year period. However, due to the current status of the transition it has been drafted to meet our immediate 2025-2029 plans.

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. The Plan was adopted by Council May 2023 and identifies key financial assumptions and strategies.

Due to the termination of projects, the repurposing of the Waste Composting Facility identified in the plan will no longer go ahead and anticipated revenue from this stream will no longer be received.

The 2025-2026 Annual Budget, endorsed by Council, will inform our financial plans for the financial year.

Asset Management Plan

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

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

Ensuring that assets are efficiently and effectively maintained in the lead up to the transition is a key priority.

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.

The draft 2023-2026 ICT Plan was not approved by Council due to the uncertain future of the organisation.

ICT Projects identified in the plan that are considered critical to the business are to be approved individually by Council during the transition process.

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.

The annual budget for 2025-2026 is endorsed by Council in June 2025.

Annual Report

Provides feedback on our progress against the Corporate Business Plan and provides a snapshot of our progression towards goals and aspirations that are still relevant in the Strategic Community Plan.

STRATEGIC WASTE MANAGEMENT PLAN

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 plans for the 2020-2021 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 RRG Implementation Plan updated in February 2021, outlines the actions which the Regional Council will undertake over a 5-year period to contribute to the achievement of relevant Waste Strategy targets and objectives.

It is where the priorities described in the summary (Part 1 – 70 Summary, Table 16) are translated into actions.

UPDATED ESTABLISHMENT AGREEMENT

Following the withdrawal of the City of Canning in 2010 and City of Cockburn in 2017 a review of the Establishment Agreement was undertaken by remaining Member Participant's in 2023.

The new Establishment Agreement has refreshed and updated the Agreement and significantly, provided each Member Council with two Elected Member representatives each, this will ensure robust governance following the withdrawal of the Town of East Fremantle.

The Establishment Agreement was approved of the Minister for Local Government and came into effect on 10 October 2024.

STRATEGIC DIRECTION

During 2023 Council, in acknowledging the change of strategic direction by Member Participants, resolved to terminate all current Projects associated with repurposing disused areas of the WCF building. The purpose behind repurposing these areas was to enable third party leases to business providing complimentary waste reprocessing services.

The termination of these Projects resulted in a significant impairment of this asset in the financial year ended 2022-2023.

At its Ordinary Meeting of Council on 24 February 2024, Council noted that the RRG's strategic and business plans were no longer reflective of the strategic direction provided by Member Participants.

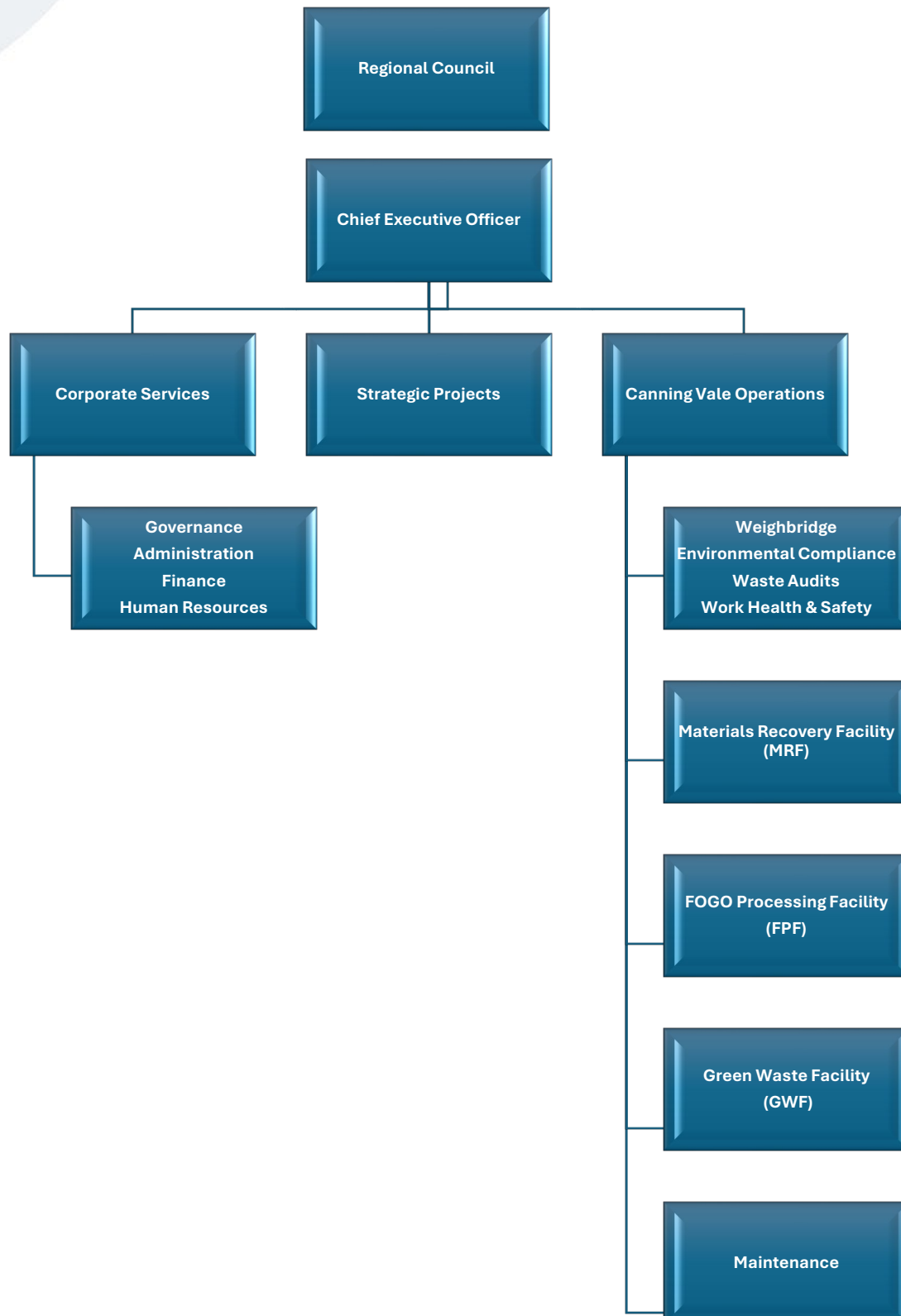
Council resolved that the annual strategic planning process and stakeholder and community surveys be suspended in favour of transition planning in conjunction with a minor revision of the corporate business plan.

2025-2026 STRATEGIC OBJECTIVES

Given the change in strategic direction that occurred last year, during the 2025-2026 financial year RRG's key strategic objectives will be:

1. Collaborating with the Waste Management Collective Working Group and any consultants appointed by the group.
2. Continue to support the approach to market for third party operation and maintenance and/or purchase of RRG assets at the Canning Vale Centre.
3. Execute a transitional wind down plan for the regional local government ensuring positive and timely communication with internal and external stakeholders
4. Continue business as usual achieving materials recovery targets until cessation of operations of the Canning Vale Resource Recovery Project on 31 December 2025.

ORGANISATIONAL STRUCTURE





OUR EMPLOYEE'S AND VALUES

RRG acknowledges that the change in strategic direction provides uncertainty to staff members. In conjunction with this plan we have undertaken a review of the Workforce Management Plan to ensure that our workforce remains up to date with current developments, is remunerated fairly and access is provided to staff for services such as Employee Assistance Programs and wellbeing initiatives.

Additionally, we have enhanced our Retention Incentive Payment Policy to incentivise staff members to remain with the organisation during the transition and review period.

Employee 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

MEASURES OF OUR SUCCESS

In continuing to achieve our high processing rates the following performance indicators will continue to be key measures of our success in 2025-2026.

Objective	Performance Indicator	How will it be measured	2024/25	2025/26	2026/27	2027/28
Recycle	Recycling Rate (Material recovered) that is processed at our Canning Vale Facilities	Percentage of waste diverted = $(1 - \frac{\text{total residuals}}{\text{total waste processed}}) \times 100\%$	85%	85%	85%	85%
	Contamination is reduced in the three waste streams collected	Lime Bin FOGO contamination (waste audits)	<2%	<2%	<2%	<2%
		Yellow Bin Recycling (waste audits)	<6%	<5%	<5%	<5%
		Red Bin Residuals (waste Audits)	<30%	<25%	<25%	<25%
	Plant availability	Percentage of member tonnes accepted at Canning Vale Centre	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

