



# STRATEGIC PLAN

**2019 to 2026**



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# INTRODUCTION

The activities and direction of the Southern Region Waste Resource Authority (SRWRA) are guided by its Strategic Plan. In developing a Strategic Plan, it is important to consider how the organisation performed against the previous Plan, what factors in the broader environment may affect current or future operations, and the aspirations of the governing body and key stakeholders.

Unlike previous SRWRA Strategic Plans that addressed operations within a relatively stable environment, this current Plan reflects changing world views about waste and the resulting implications for waste management.

SRWRA's traditional aim of delivering low-cost municipal land-fill for Constituent Councils may be challenged by changing community attitudes demanding higher waste management standards (such as reduced litter from site).

SRWRA's expertise in delivering a high-performing, EPA-compliant service can be used to assess solutions (such as baling and materials recovery) that address emerging imperatives and provide trusted information to Councils to assist in their decision-making about waste management options.



At a time of unprecedented economic, environmental and technological disruption, diversifying the state's economy is key to a more prosperous future.

Through policy development, programs and partnerships Green Industries SA is providing a solid platform to embrace the opportunities in the circular economy.

A critical imperative remains the need to build the resilience and capabilities of the state's waste management and recycling industry in the aftermath of China's National Sword Policy, and the national new export bans.

Initiatives such as co-investment in new and expanded infrastructure, financial incentives to develop markets, advocacy for sustainable procurement, and evidence-based community education to drive behavioural change are essential.

Improved waste management practices are an opportunity to contribute to the state's economic growth by creating new jobs and developing new business opportunities. The demand for less contamination and better feedstocks for remanufacturing processes will continue to be the focus for the waste and recycling sector, and demands investment in technology to improve sorting, processing as well as new market development for recycled content products.

Investment in product design, innovation and international engagement is also critical to reinforcing the state's global reputation for exemplar leadership in the waste management and recycling sector, and opens up potential export opportunities, as these solutions are global in scale and need.

Against this backdrop, South Australia continues to strengthen its leadership in waste management and resource recovery, and the destination for the circular economy.

*Green Industries SA*

Management of the SRWRA site requires long-term planning. To this end, SRWRA commissioned the *SRWRA Strategic Site Masterplan* (Jensen, April 2017) which presented several options for site development. The *Masterplan* informed the location of land-fill cells and the acquisition of additional buffer land, resulting in opportunities for new revenue streams and reduced risk from residential encroachment.

The establishment of landfill gas capture, solar farm and the proposed water storage area are examples of complementary revenue streams that help to off-set costs and fund new ventures and methods in response to demand from Constituent Councils.

The previous Strategic Plan covered the period 2015/16–2019/20. This Strategic Plan reflects a more dynamic environment and extends the planning period, with a focus on short (2019–2022) and medium-term (to 2026) actions. The Plan allows for a continuation of the 'good practice' approach that has successfully reduced waste storage costs for Councils, as well as providing flexibility to respond to Council requests for new methods and solutions.



*We are leaders in delivering innovative and sustainable waste management solutions for the benefit of our southern Adelaide communities and the environment.*

## OUR MISSION

We accept and process waste at a price point that balances cost, environmental outcomes and community expectations; provide information and market intelligence to assist our Constituent Councils in their waste management strategies; and respond to our Constituent Council's requests for assessment of waste management methods and/or services.

## OUR PURPOSE

To maintain an effective, cost efficient and environmentally responsible waste management service for our Constituent Councils and their communities by maximising the use of the SRWRA landfill site, assets and infrastructure.

## OUR STRATEGY

To improve and increase the diversity of materials accepted at SRWRA and maximise waste avoidance, re-use, recycling and recovery opportunities prior to landfill disposal. We do this by building effective relationships with our joint venture partners, stakeholders and customers, capitalising on and promoting the circular environmental economy, being an incubator for compatible industries and operating a financially sustainable, well managed and appropriately governed enterprise.



# OVERARCHING PRINCIPLES

SRWRA's operations will be framed by four overarching principles:

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**Governance** We provide good governance and accountability to our Constituent Councils

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**Financial sustainability** We are financially viable

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**Safety and environmental compliance** We care for our people and our environment

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**Community** We are a responsible part of our community and achieve great outcomes for them

All SRWRA activities are tested against these principles.



## SERVICES TO CONSTITUENT COUNCILS

The scope of SRWRA's services to Constituent Councils can be summarised as:

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**Acceptance** of, and storage or processing of municipal waste at a price point that balances cost and community expectations

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**Provision** of information and market intelligence to assist Councils in their planning and decision making

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**Responding** to Council requests for assessment of waste management methods or services

## TIMELINES

The Strategic Plan will reflect three timelines:



**2019-2022**  
BUSINESS  
IMPROVEMENT

**2022**  
STRATEGY  
REVIEW

**2019-2026**  
DEVELOPING NEW  
VENTURES

**2025-2030**  
BENEFITTING FROM  
NEW DIRECTIONS

### **STAGE 1** BUSINESS IMPROVEMENT

[2019-2022]

Immediate actions that maintain effective and commercially viable waste management operations and establish the ground-work for future directions.

### **STAGE 2** DEVELOPING NEW VENTURES

[2019-2026]

Research, modelling and testing of initiatives that will position SRWRA as an environmental hub that drives broader environmental outcomes and generates strong revenues.

### **STAGE 3** BENEFITTING FROM NEW DIRECTIONS

[2025-2030]

Implementing the findings of Stage 2 to deliver SRWRA's long term aspirations for a commercially sustainable site that capitalises on emerging opportunities in waste collection, transfer, re-use and sale – as well as complementary circular economy industries such as renewable energies and water.

The focus of this plan will be on the period 2019 – 2022, which encompasses the entirety of Stage 1, as well as activating early Stage 2 priorities.

A review of the Strategic Plan in 2022 will assess the results at Stage 1 as well as consider the findings of the Stage 2 investigations. Some of the Stage 2 initiatives will be incorporated into future 'business as usual' activities, while others will remain aspirational and the subject of on-going monitoring and assessment.



## KEY PERFORMANCE INDICATORS

SRWRA will report against seven KPIs:

KPI	TARGET
1 Workplace Health and Safety	Lost time injuries recorded for the 2018/19 Financial Year = 3. Reduction in the number of lost time injuries from the previous year, working towards zero lost time injuries
2 EPA Compliance	Maintain EPA Licence
3 Service Mix to Support Constituent Councils	Services are aligned to reflect the ongoing needs of the Constituent Councils e.g. Material Recovery Facility (MRF)
4 Landfill Closure Costs are Fully Funded	Biennial update of closure and post closure costs reflected in the Long Term Financial Plan
5 Landfill Airspace Life/Future Space	30 years into the future
6 Diversion of Waste from Landfill	>30% to increase by 1% per year
7 Power Produced from Site	>22,000 MWh per Annum
8 Circular Economy	Plan, develop and implement elements of the circular economy that supports SRWRA's business requirements.



# STRATEGIES

## **BUSINESS AS USUAL**

SRWRA is functioning well, delivering services that are well regarded by Constituent Councils, applying downward pressure on costs, meeting compliance requirements and managing the site effectively for current and long-term future operations. Rather than restate these operational functions, the focus of this Strategic Plan is actions that will improve business performance, and new initiatives that will support Constituent Council waste-management solutions into the future.

These strategies are presented in two Stages: Business Improvement and New Venture Development. The third stage (Benefiting from New Directions) flags the outcomes of Stage 2 and will be the focus of the next Strategic Plan review in 2022.

# STRATEGIES

## STAGE 1 BUSINESS IMPROVEMENT

**Objective** to apply continuous improvement to performance, cost-management, and changing community waste management expectations.

ACTION	TIMING	MEASURES
1.1 Establish and maintain consistent communication with Stakeholders and Communities to ensure SRWRA's role and capabilities are understood	Ongoing	1 presentation to Elected Members in each constituent Council per annum
1.2 Communicate growth projections and application of SRWRA funds to Constituent Councils to ensure funding is available for investment in future growth and development	As part of annual presentation to Councils	Annual briefing of Councils' Waste/Sustainability Officers
1.3 Identify industry initiatives and outcomes that are locally relevant and provide to Councils via Board representatives	Ongoing	Councils' Waste Managers are aware of industry trends and the possible implications for Southern Adelaide
1.4 Monitor and where appropriate access funding for planning and new initiatives that support the delivery of the Strategic Plan	Ongoing	Appropriate opportunities are realised
1.5 Include plans and associated costings to ensure at least 30 years municipal waste collection for Constituent Councils in SRWRA's Annual Report	AGM	Plans and costings are included in Annual Report
1.6 Update Environmental Management Plans in response to operational changes identified in this Strategic Plan	Jun 2020	Updated EMPs are endorsed by EPA
1.7 Undertake an examination of existing and potential liabilities and develop a management plan for issues that may affect the operations or goals of the organisation	Jun 2020	Board endorses Risk Management Plan



ACTION	TIMING	MEASURES
1.8 Develop and maintain currency of a costed Post Closure Plan and include as a measure when assessing new initiatives	Annual update	Updated Post Closure Plan endorsed by Board each December
1.9 Funds for Post Closure requirements are invested to deliver good returns	Annual update	Post Closure Funding investment options presented to Board
1.10 Construct and operate a Material Recovery Facility	Apr 2021	The MRF is operating and performing against agreed targets
1.11 Seek expert advice regarding the impact of planning and zoning (including the McLaren Vale Preservation District) on current and future site activities, and use this (together with potential partner interest and business modelling) to determine best use of buffer land	Jun 2020	Advice and Buffer Management Plan presented to Board
1.12 Record and monitor complaints re externalities (odour, noise, litter) and use this data to address issues and to work with neighbouring communities to understand possible solutions and their impact, ensure Council administration and Elected Members are informed as needed	Ongoing	Complaints register and remedial activity is reported at Board meetings Issues that affect Constituent Councils are communicated in a timely manner
1.13 Establish financial growth and operational performance KPIs to frame Board assessment of its and its employees' performance	Feb 2020 then annually	Board and Chief Executive Officer KPIs set as part of induction of new Chief Executive Officer in 2019, and reviewed annually

# STRATEGIES

## STAGE 2 NEW VENTURES

**Objective** To identify, assess, and where viable implement initiatives that deliver the goals of the organisation, complement land-fill activities, enhance environmental and financial sustainability and contribute to positive community attitudes toward SRWRA

ACTION	TIMING	MEASURES
2.1 Actively seek multiple revenue streams to ameliorate risks associated with a narrow product/service base	Opportunities are identified	The Board is informed about all potential opportunities and timing allows for exploration and considered decisions
2.2 Continue investigating methods to contain litter	Ongoing, or activated in response to EPA or community requirements	Off-site litter reduces year-on-year
2.3 Undertake basic modelling to maintain an up-to-date understanding of the implications of different business options (e.g. increased tonnages, baling, green waste) in readiness for decision-making when conditions change	Annual update of key options	The Board receives an annual update about the implications of key options Councils have access to this information to support procurement and policy decisions
2.4 Business cases are developed and implemented for prioritised ventures (e.g. Material Recovery Facility, Solar Farm, Water Storage, Gas Mitigation, Redevelopment of Buffer Land)	As set by Board	Business cases are delivered according to Board deadlines



ACTION	TIMING	MEASURES
2.5 Monitor Constituent Council demand for potential SRWRA provision of collection services (to Constituent and other Councils) to generate revenues and improve control over waste streams and volumes	As requested by Councils	Business models to support these assessments are available should they be needed
2.6 Investigate the viability of a regional transfer station to boost tonnages and generate economies of scale	2022	Viability determined, and if positive, implementation plan has been developed and delivered
2.7 If viable, identify opportunities to develop circular economies and undertake research to identify how SRWRA volumes contribute to, and can generate revenues from these economies	As set by board	Viability determined, and if positive, implementation plan has been developed
2.8 Investigate opportunities to co-locate compatible industry at the SRWRA site to support the local circular economy	As set by Board	Viability determined, and if positive, implementation plan has been developed



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**SRWRA** CONSTITUENT  
COUNCILS



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