

STRATEGIC COMMUNITY PLAN 2023 - 2032





Our Vision

Collaborating for a regional Circular Economy

Our Mission

To deliver sustainable waste management options for members

Acknowledgement of Country

The Mindarie Regional Council acknowledges the Traditional Custodians of the land we are working on, the Whadjuk people. We would like to pay respect to the Elders of the Noongar nation, past, present and future, who have walked and cared for the land. We acknowledge and respect their continuing culture and the contributions made to the life of this region.





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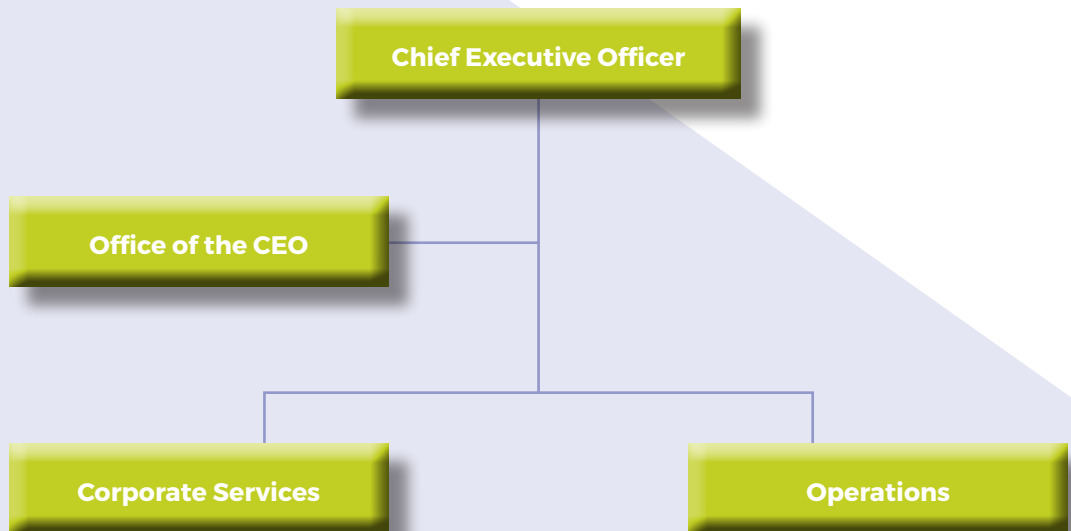
The Mindarie Regional Council

The Mindarie Regional Council (MRC) comprises of 12 Councillors representing the 7 Member Councils of the MRC. Each year the MRC Council elect one Chairperson and Deputy Chairperson.

Each participating member council has the following number of councillors; each carry a voting right on the MRC:

	Number of Councillors
City of Joondalup	2
City of Perth	1
City of Stirling	4
City of Vincent	1
City of Wanneroo	2
Town of Cambridge	1
Town of Victoria Park	1

Organisational Structure



Footnote: Any reference to member council means a constituent municipality whose district is included in the regional district of the MRC.



Message from the Chairperson

With a new vision of collaborating for a regional circular economy, our new Strategic Community Plan 2023 – 2032 marks an evolution from our previous Winning Back Waste strategy to address the key challenges facing our members' communities over the coming decade of waste avoidance, resource recovery and environmental protection.

Since the introduction of the Western Australian Government's Waste Avoidance and Resource Recovery Strategy 2030 in 2019 set new parameters for waste management, MRC has been on a journey exploring our relevance as an organisation, our value proposition for member councils, and the extent of our alignment towards a shared future. This Plan has been created against the backdrop of that journey which is still ongoing.

Development of the new Plan involved a collaboration between elected members, MRC administration and officers from each of the member councils through a series of workshops.

The Plan is designed around 3 key objectives to enable Mindarie Regional Council to:

1. Deliver best practice services
2. Position MRC to provide world class waste management options
3. Deliver best practice governance processes and structures

Over the life of this new Plan, MRC must transition from traditional disposal of waste into landfill at Tamala Park as it reaches the end of its operational life, to disposal through more innovative solutions such as Waste to Energy and Food Organics and Garden Organics (FOGO). This transition will be crucial to the success of our mission to deliver sustainable waste management options for members. Maximising the benefits for member councils will include finding the right future for our existing Resource Recovery Facility at Neerabup, and shaping the Mindarie Regional district into WA's model waste management hub.

The Plan provides a positive framework for the continued development and delivery of sustainable waste management services for the benefit of the 700,000 strong community members we are proud to serve.



Message from the Chief Executive Officer

This new Strategic Community Plan sets the agenda for the MRC as our region transitions from its historic landfill-reliant society to a more circular economy, in alignment with Western Australia's Waste Avoidance and Resource Recovery Strategy 2030.

A clear direction has been set by member councils on what their communities require and the MRC will now position itself to deliver.

A sustainable approach to resource recovery services within the region has also been identified as a key driver and this will inform how we deliver our services and move forward.

The landfill facility at Tamala Park is likely to end its operational life within the period of this new Strategic Community Plan and therefore the MRC will work to identify and access new alternatives that provide both financial and environmental benefit to our communities.

The MRC is uniquely positioned to support the development of the best available processing infrastructure within the region and collaboration between all stakeholders has the potential to open doors to new facilities which have previously been unavailable.

The clear direction given by our member councils aligned to the MRC's regional potential and its portfolio of assets together provide real opportunity, and have resulted in the new Objectives and Strategies that have are stated within this Plan. The MRC will now seek to deliver for the combined benefit of all.

Setting the Scene

The MRC is a regional local government which was constituted under the Local Government Act 1960 (LG Act 1960), in 1987.

In 1981, the Cities of Perth and Stirling and the Shire of Wanneroo jointly acquired 432 hectares of land at Lot 17 Marmion Avenue, Mindarie as a suitable future site for the development of a landfill for the disposal of the region's waste materials.

The MRC was established as the vehicle which would manage the disposal of those member councils' waste materials, and approval for the development of a landfill and associated infrastructure on 251 hectares of the land bought previously was received from the Environmental Protection Authority in 1990.

That 251 hectares within Lot 17 and fronting Marmion Avenue became the subject of a lease to the MRC at that time, with the owners retaining possession of the balance of the land. The leased area was entitled "Tamala Park" and developed as a landfill, which first received waste from the City of Perth and Shire of Wanneroo in 1991.

Since that time the Towns of Cambridge, Victoria Park and Vincent (formed through a restructure of the City of Perth in 1996) commenced disposal at site, and the Cities of Stirling and Joondalup commenced disposal in 1999.

In 2009, the MRC began manufacturing a soil conditioner product at its newly constructed Resource Recovery Facility (RRF) in Neerabup. This facility diverted 100,000 tonnes of member councils' waste materials from landfill each year until 2021. The MRC currently seeks to find a partner to realise the potential of the facility as a process for the receipt and processing of the region's Food Organics and Garden Organics (FOGO) waste materials, in alignment with the requirements of the State government's Waste Avoidance and Resource Recovery Strategy 2030 (WARR Strategy).

The MRC's first Strategic Community Plan (SCP) was developed in 2013, setting a direction for the MRC to offer a broader range of services for its member councils and was updated in 2018.

Since the last SCP update, the WARR Strategy has been published. This new strategy seeks to drive greater levels of environmental sustainability with respect to resource recovery across all levels of society, including local government.

As a result of the WARR Strategy the resource recovery environment in WA has seen significant change; something which is set to continue into the future. This new SCP sets the direction for the MRC to follow as it seeks to deliver the best value resource recovery options for the region.





Vision, Mission and Values

Our Vision

Collaborating for a regional Circular Economy

Our Mission

To deliver sustainable waste management options for members

Our Values

Teamwork: Is how we achieve

Innovation: Is how we create

Positive: Is what we are

City of Wanneroo

City of Joondalup

City of Stirling

Town of Cambridge

City of Vincent

City of Perth

Town of Victoria Park

MRC's Strategic Alignment

The MRC is one of the State's largest waste management authorities, delivering high quality waste management services to its members; the Cities of Joondalup, Perth, Stirling, Vincent and Wanneroo, and the Towns of Cambridge and Victoria Park; a combined population of more than 700,000 West Australians.

The MRC provides an essential resource recovery and waste management service at the Tamala Park Waste Management facility, where industry-leading community recycling and landfill facilities are delivered to its Member Councils, residents and businesses.

The Tamala Park site hosts a landfill, a recycling and reuse centre and a transfer station for community disposal of waste, the state's largest landfill gas electricity generating station and the MRC's administration centre. The MRC also controls the wider environmental management of this unique site, including those areas within which are designated as heritage sites and bushland forever.

The MRC aligns its operations and business decisions with the WARR Strategy.

The Purpose of the Strategic Community Plan

An SCP is a long-term, overarching strategy and planning document that outlines the member council aspirations and priorities for the future and sets out the key strategies required to achieve these.

This SCP outlines a shared vision on waste management and resource recovery for the Mindarie Regional District.

Following a review by Council of the SCP 2018 – 2037, this updated SCP 2023 – 2032 guides the MRC as it continues the delivery of its current high quality services, and sets the direction for the next decade, to ensure that the organisation enables the best possible waste management and resource recovery options for its member councils and the region.

An SCP is a legislative requirement as part of the Integrated Planning and Reporting Framework (IPRF).

The Local Government (Administration) Regulations 1996 requires all local governments to prepare an SCP. The SCP in turn informs the MRC's Corporate Business Plan which sets out a four-year delivery program, including financial projections.

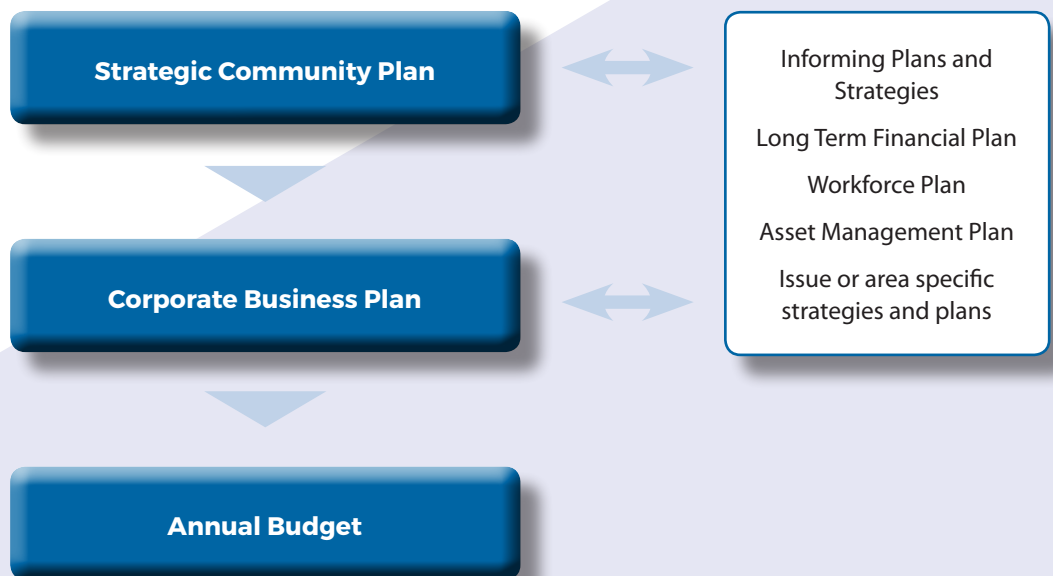
The MRC will meet the requirements of an Integrated Planning Process, as follows:

1. Adoption of the SCP by the MRC Council
2. Full review of the SCP every four years
3. Development of informing plans:
 - a. Corporate Business Plan
 - b. Long-Term Financial Plan
 - c. Workforce Plan
 - d. Asset Management Plan





Integrated Planning And Reporting Framework



Measurement and Reporting

Outputs:

- Annual Report
- Corporate Business Plan reporting

How we developed our SCP

In developing the SCP, we consulted with our member councils, MRC Councillors and MRC workforce through a series of workshops designed to determine the best possible future direction for the organisation.

Objectives

1. Deliver best practice services
2. Position MRC to provide world class waste management options
3. Deliver best practice governance processes and structures.

Objectives	Strategies
1. Deliver best practice services	<ul style="list-style-type: none"> • Operate waste management activities effectively • Utilise best practice waste diversion and resource recovery solutions • Maintain responsive business practices and systems • Promote the organisation's profile with external stakeholders • Enhance organisational environmental sustainability
2. Position MRC to provide world class waste management options	<ul style="list-style-type: none"> • Identify and access infrastructure for the resource recovery of member councils' materials in alignment with the state waste strategy • Build the circular economy within the district • Maximise use of the MRC's assets and technical capabilities
3. Deliver best practice governance processes and structures	<ul style="list-style-type: none"> • Maintain efficient and equitable governance • Ensure responsible use of organisational resources • Retain financial sustainability with a commercial focus

Strategic Actions

Objective 1. Deliver best practice services	
Strategies	Actions
Operate waste management activities effectively	<ul style="list-style-type: none"> • Operate activities in line with licence conditions, as a minimum • Ensure infrastructure meets future needs and invest in emerging technologies
Utilise best practice waste diversion and resource recovery solutions	<ul style="list-style-type: none"> • Continually assess solutions used
Maintain responsive business practices and systems	<ul style="list-style-type: none"> • Evaluate the effectiveness of systems and procedures in light of changing business requirements • Ensure a quality value proposition for members
Promote the organisation's profile with external stakeholders	<ul style="list-style-type: none"> • Engage through formal industry memberships • Broaden the MRC's wider industry profile through collaboration and partnership • Engage with neighbourhood stakeholders
Enhance organisational environmental sustainability	<ul style="list-style-type: none"> • Measure the organisation's environmental impact, including carbon footprint • Develop an implementation action plan to reduce the MRC's environmental impact • Allocate budget to address implementation plan

Objective 2. Position the MRC to provide world class waste management options

Strategies	Actions
Identify and access infrastructure for the resource recovery of member councils' materials in alignment with the state waste strategy	<ul style="list-style-type: none"> Assess processing facilities within the district for the following streams (FOGO, Residual Waste, and Commingled Recyclables) Deliver opportunities above, as resolved by Council
Build the circular economy within the district	<ul style="list-style-type: none"> Investigate potential and feasibility of other revenue generating resource recovery facilities within the district (Tamala Park, MRC Neerabup site, etc.) Deliver opportunities above, as resolved by Council Advocate for the establishment of a circular economy Collaborate with external stakeholders including federal and state government, private sector and the not-for-profit sector
Maximise use of the MRC's assets and technical capabilities	<ul style="list-style-type: none"> Conduct a future options appraisal of the Tamala Park site. Develop and agree a post-closure plan for the Tamala Park site Identify and deliver highest value outcome for the MRC's Neerabup site

Objective 3. Deliver best practice governance processes and structures

Strategies	Actions
Maintain efficient and equitable governance	<ul style="list-style-type: none"> Develop a new Establishment Agreement Ensure compliance with all legislative, probity, and regulatory requirements
Ensure responsible use of organisational resources	<ul style="list-style-type: none"> Deploy resources in line with the objectives of the Strategic Community Plan
Retain financial sustainability with a commercial focus	<ul style="list-style-type: none"> Operate in alignment with the organisation's Long Term Financial Plan Explore opportunities for alternative revenue generation and return to members Promote and support greener supply chains

Performance Targets

Objective 1. Deliver best practice services	
Strategies	Performance Targets
Operate waste management activities effectively	<ul style="list-style-type: none"> Review operational landfill practices and consider alternative waste treatment solutions Establish an Odour Management Key Stakeholder Working Group
Utilise the best practice waste diversion and resource recovery solutions	<ul style="list-style-type: none"> Review operational practices and consider alternative service delivery and waste treatment solutions Review internal data capture and reporting mechanisms Develop equipment and plant benchmarking in line with industry best practice Provide periodic reports on operational productivity to Council
Maintain responsive business practices and systems	<ul style="list-style-type: none"> Review operational practices and consider alternative service delivery and waste treatment solutions Review internal data capture and reporting mechanisms Develop equipment and plant benchmarking in line with industry best practice
Promote the organisation's profile with external stakeholders	<ul style="list-style-type: none"> Participate in industry workshops, seminars and conferences Meet regularly with industry key stakeholders, regulators and government agencies Review and upgrade the MRC website Enable member councils to communicate updates using the MRC website Actively promote waste initiatives
Enhance organisational environmental sustainability	<ul style="list-style-type: none"> Undertake an assessment of the MRC's environmental impact and present findings to Council Present a report to council on the MRC's environmental action plan, for endorsement Implement the MRC's environmental action plan as endorsed by council Conduct an internal Single Use plastics waste audit and present findings to Council Assess the potential of alternative fuel sources for MRC vehicles

Objective 2. Position the MRC to provide world class waste management options

Strategies	Performance Targets
Identify and access infrastructure for the resource recovery of member councils' materials in alignment with the state waste strategy	<ul style="list-style-type: none"> • Residual Waste: Review and consider alternative waste treatment methodologies (including WtE) and present findings to council • FOGO: Identify and access FOGO processing solutions which align to member council requirements and present findings to Council • Comingled Recyclables: Identify and access comingled recyclables processing solutions which align to member council requirements and present findings to Council • Comingled Recyclables: Investigate and consider efficiencies associated with kerbside commingled recyclables. Advocate within the district for a new MRF • Deliver recommendations endorsed by Council
Build the circular economy within the district	<ul style="list-style-type: none"> • Present Options Report for Tamala Park site to Council for consideration • Present Options Report for Neerabup site to Council for consideration • Present Options Report for the district which considers member council's existing infrastructure and assets • Deliver recommendations endorsed by Council • Review and upgrade the MRC website • Develop service information and promotional videos on website • Actively promote waste initiatives • Collaborate with industry leaders to build circular economy knowledge/network • Proactively engage with opportunities to develop the circular economy
Maximise use of the MRC's assets and technical capabilities	<ul style="list-style-type: none"> • Present Options Report for Tamala Park site to Council for consideration • Present Options Report for Neerabup site to Council for consideration • Develop a Tamala Park Landfill Post Closure Plan for endorsement by Council • Pursue new waste management opportunities at each level of the waste hierarchy in preference over landfill

Objective 3. Deliver best practice governance processes and structures

Strategies	Performance Targets
Maintain efficient and equitable governance	<ul style="list-style-type: none"> • Develop and agree a new Establishment Agreement by 2026 • Review Strategic Community Plan in alignment with the Local Government Act and the Integrated Planning and Reporting Framework (IPRF) • Prepare Annual Report and present to Council for adoption • Review the Corporate Business Plan in alignment with IPRF • Deliver Corporate Business Plan actions • Achieve 100% response rate for Compliance Audit Return responses • Review the organisation's Strategic Risks bi-annually • Comply with Environmental Protection Act Licence operational conditions and reporting requirements
Ensure responsible use of organisational resources	<ul style="list-style-type: none"> • Review the Workforce Plan in alignment with IPRF • Review the Strategic Asset Management Plan in alignment with IPRF • Review and update Tamala Park Waste Management Master Plan • Review and formalise a Project Management Framework
Retain financial sustainability with a commercial focus	<ul style="list-style-type: none"> • Review the 10 year Long-Term Financial Plan in alignment with IPRF • Maintain a Current Ratio of greater than 1.0 • Maintain an Asset Renewal Funding Ratio of between 75% and 95% • Maintain an Asset Sustainability Ratio of between 90% and 110% • Maintain an Asset Consumption Ratio 50% or greater • Present budget to Council annually, in consultation with member councils, for adoption • Present Council with proposals for alternative revenue generation

Planning for the Future

The WARR Strategy, released on 10 February 2019, sets ambitious targets for WA to become a sustainable, low-waste circular economy in which human health and environment are protected from the impacts of waste.

The Objectives of the WARR Strategy are:

AVOID	WA to generate less waste
RECOVER	WA to recover more value and resource from waste
PROTECT	WA to protect the environment by a managing waste responsibly.

The MRC's Vision of "Collaborating for a regional Circular Economy" aligns with the Objectives of the WARR Strategy.

The organisation's prime focus is to deliver contemporary waste management and resource recovery services to its member councils, in alignment with their collective requirements as specified in their individual DWER-approved Waste Plans.

This has been the basis of the MRC's service delivery offering through both the Tamala Park Waste Management Facility and the Neerabup facility since its inception, and also its future given its position as the region's waste management authority.

The recovery of organic waste is a high priority in the WARR Strategy and the Commonwealth government's 2019 National Waste Action Plan. Reducing the negative impacts associated with the landfilling of organics, as well as realising the increased value that comes from processing and reusing recycled organics, presents a significant opportunity for the Western Australian community.

The MRC's Neerabup Resource Recovery Facility offers an opportunity to support the diversion of nutrient-rich household and commercial organic waste from landfill to more environmentally sustainable outcomes.

Through continued collaboration with its member councils, the MRC will work to provide the best available processing and treatment options in our region.





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