

VISION 2030

Shaping our Future: 2025 - 2030



Acknowledgement of Country

We acknowledge and respect the Traditional Custodians whose ancestral lands we live and work upon and we pay our respects to their Elders past and present. We acknowledge and respect their deep spiritual connection and the relationship that Aboriginal and Torres Strait Islanders have to Country. We also pay our respects to the cultural authority of Aboriginal and Torres Strait Islander people and their nations in South Australia, as well as those across Australia.



Contents

Acknowledgement of Country	2
Introduction	3
Chair’s Message	4
About SRWRA	5
We Are	6
Our Operation - Where we are now?	7
Our Vision For Our Future	8
Strategic Context	12
Our Constituent Councils	15
Strategic Priority 1	16
- Contemporary Service Delivery	
Strategic Priority 2 - Environmental Stewardship	18
Strategic Priority 3 - Collaborative Engagement	20
Strategic Priority 4	22
- Good Governance & Sustainability	
Roadmap to success	24
Contact Info	26



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



Chair's Message

On behalf of the Board, I am pleased to present SRWRA's strategic plan, Vision 2030 Shaping our Future: 2025-2030.

Waste management and recycling in Australia faces several significant challenges, driven by environmental concerns, economic factors, and social issues. At SRWRA we are conscious of these and are playing our part in addressing them. This is occurring through the continued evolution of our integrated waste management precinct which now consistently diverts away from landfill more than 50 per cent of the municipal general waste stream we receive and processes more than 40,000 tonnes of household kerbside recyclables a year. Our focus on integrating the management of municipal waste streams on the SRWRA site is complemented by the production of enough green energy from landfill gas and a solar array, constructed on a capped landfill cell, to power more than 3,000 homes.

SRWRA has come a long way since it was established and continues to progress its underpinning philosophy to treat waste as a resource and seek the highest and best use in an environmentally and financially responsible manner. Our approach is to work with industry experts in their respective fields, through joint ventures and 'partnering' arrangements to leverage opportunities as they arise. Our success is founded on these relationships, and they remain at the very core of what we do.

Each year, our joint venture with IWS diverts more than 36,500 tonnes of municipal general waste away from landfill to a more productive use, while our joint venture with Re.Group enables the recovery of valuable commodities such as steel, aluminium, cardboard, mixed paper, glass, and plastics, with these sent to processors to become new products; a demonstration of the circular economy in action.

Through our collaborative arrangements with LMS Energy, green power continues to be exported to the electricity grid. We also continue to pursue opportunities and partnerships to make the best use of our buffer land in order to create even greater social, economic, environmental and community prosperity.

While the Authority continues to fulfill the objectives and purposes for which it was established, providing and operating waste management services on behalf of our Constituent Councils, we are conscious that more still needs to be done. At SRWRA we are addressing this by taking responsibility for the waste streams produced by our Constituent Councils, this includes finalising plans to process kerbside green waste, including Food Organics Green Organics (FOGO) waste and turn it into products, like compost, that can be responsibly returned to benefit the economy and our community.

We are also exploring our options to further reduce our environmental impact by increasing the generation and use of renewable energy on site, as well as progressing our commitment to recycling by investing in education and engagement. Our investment in this area aims to increase the level of community understanding on proper waste disposal and recycling practices in order to increase participation levels in waste reduction initiatives, including minimising contamination in kerbside bins.

SRWRA continues to evolve, investing in sustainable, inventive waste management facilities, while operating in a financially responsible manner. As a result, we are now well-placed to deliver the raft of initiatives under our four strategic priorities over the next five years that are contained in this innovative and aspirational plan.

About SRWRA

The Southern Region Waste Resource Authority (SRWRA) is a leader in delivering innovative and sustainable waste management solutions for the benefit of our southern Adelaide communities and the environment.

SRWRA was established as a Regional Subsidiary under section 47 of the *Local Government Act 1999* by the Cities of Onkaparinga, Marion and Holdfast Bay to support them in the delivery of waste management services.

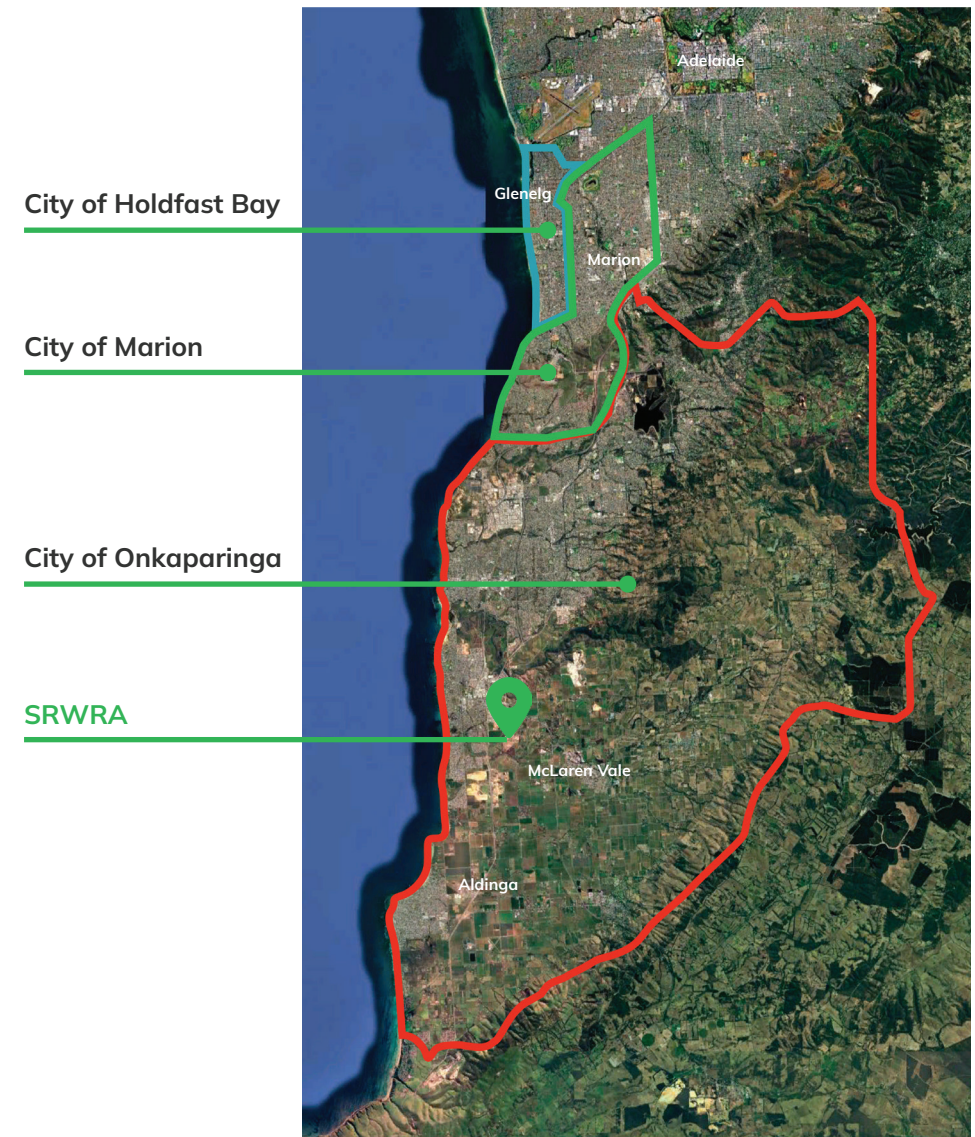
Our innovative and cost-effective waste and recycling management solutions actively support community sustainability, improve environmental outcomes and encourage the diversion of waste from landfill to create a lasting impact.

SRWRA operates a contemporary integrated waste and recycling facility that includes South Australia's largest and most technically advanced Materials Recovery Facility.

We operate under unincorporated joint ventures with industry experts including Integrated Waste Services (IWS) for the operation of the Southern Recycling Centre and Re.Group for the operation of the Southern Materials Recovery Facility.

SRWRA is dedicated to working with our Constituent Councils to support positive waste management practices and recycling.

Together, we can make a meaningful impact on waste and resource management in our region and contribute to a more sustainable future for all.



We Are

We are a commercially sustainable and socially responsible site that capitalises on emerging opportunities in waste management, transfer, re-use and sale alongside complementary industries such as renewable energy and water.

We accept and process waste at a price point that balances cost, environmental outcomes and community expectations.

We Do This Through

- Providing cost-effective waste management services to support our Constituent Councils and other council customers
- Promoting the productive use of our land and recovered resources

- Supporting the circular economy by recovering resources for re-use and purchasing products that contain recycled content
- Being financially sustainable and environmentally responsible
- Maximising the diversion of waste from landfill
- Proactively engaging with our stakeholders
- Resource recovery, diverting waste from landfill from kerbside yellow commingled recycling bins, kerbside general waste bins, general public and commercial waste disposal
- Renewable resources, collaborating with our onsite partner, LMS Energy, to produce electricity by converting methane from landfill gas and from solar power generation
- Pursuing the productive use of our buffer land, including current support for the supply of recycled water to McLaren Vale vineyards
- Providing online and digital education and engagement material and school grants to support sustainable waste management practices

Our Strategic Priorities:

1

**Contemporary
Services Delivery**

2

**Environmental
Stewardship**

3

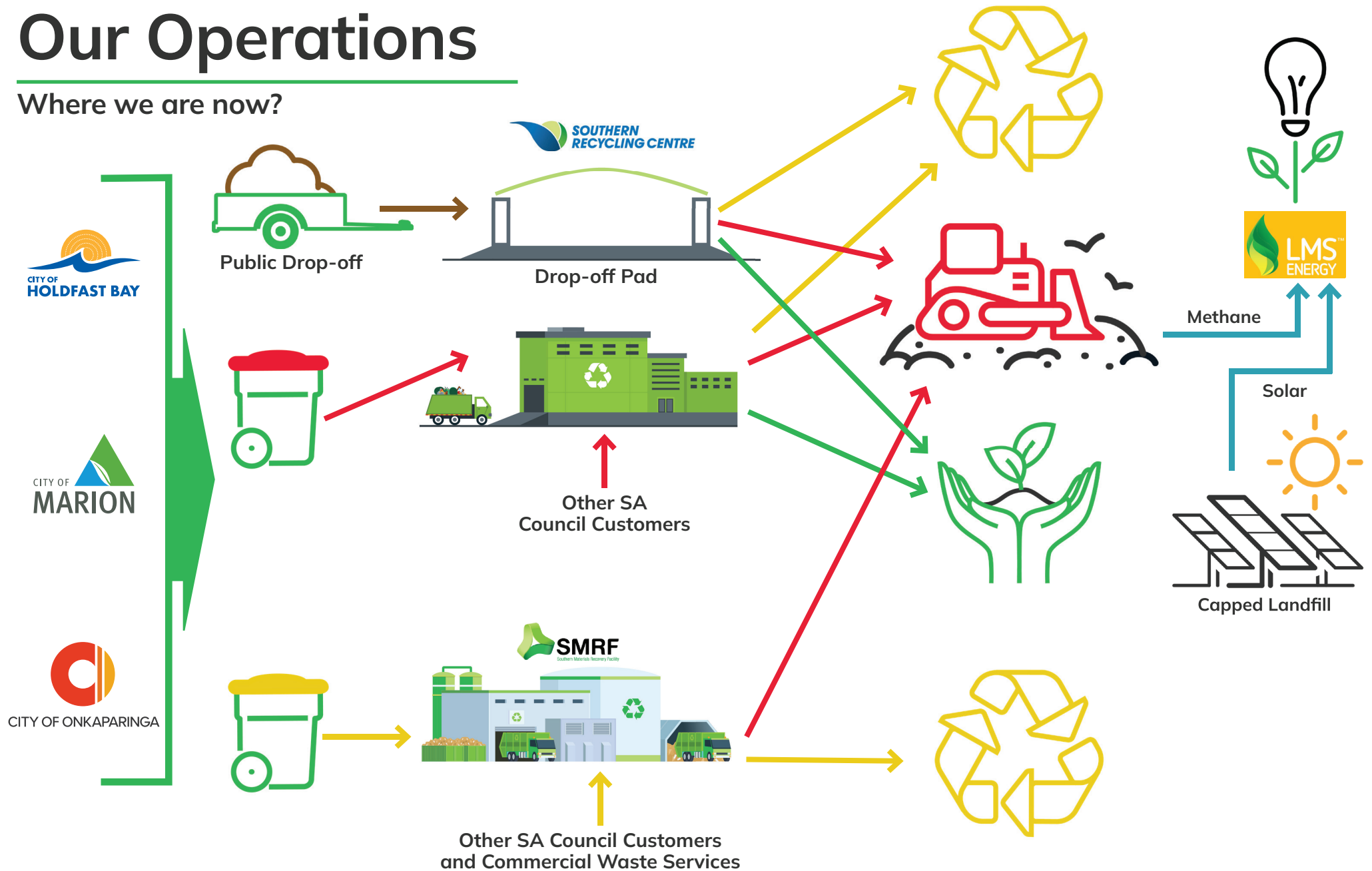
**Collaborative
Engagement**

4

**Good Governance
& Sustainability**

Our Operations

Where we are now?



Our Vision For Our Future

Waste Management



2025

Where are we now?

- We are providing cost effective waste management services to the Constituent Councils and other local government customers for the processing and disposal of the following municipal kerbside waste streams:

- Waste
- Comingled Recycling

- We manage our landfill in accordance with our EPA Licence and are making financial provisions for our future closure and post closure liabilities
- Identified capacity to create future airspace beyond the estimated 10 year life of existing cells

2030

Where will we be?

- We are providing cost effective waste management services to the Constituent Councils and local government customers for the processing and disposal of the following municipal kerbside waste streams:

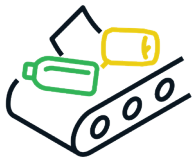
- Waste
- Comingled Recycling
- Food Organics / Green Organics (FOGO)

- We manage our landfill in accordance with our EPA Licence and make financial provisions for our future closure and post closure liabilities
- We have identified and, where appropriate, implemented new or augmented services to support our Constituent Councils and other customers



Our Vision For Our Future

Resource Recovery



2025

Where are we now?

- We are diverting waste from landfill that is brought to the SRWRA site from Constituent Councils, other councils, the general public and commercial operators
- We are diverting 85% of the kerbside comingled recycling bin from landfill via the Southern Materials Recovery Facility Joint Venture and into the circular economy
- We are diverting 35-45%* of the kerbside waste bin content from landfill via the Southern Recycling Centre Joint Venture into environmental restoration activities

* Diversion percentage subject to organics content of the bin

2030

Where will we be?

- We are reducing the proportion of waste to landfill through improved practices, including the application of advanced technologies and proactive education
- We are diverting 88-92%* of the kerbside comingled recycling bin from landfill via the Southern Materials Recovery Facility Joint Venture and into the circular economy
- We are diverting 40-50%* of the kerbside waste bin from landfill and into environmental restoration activities and the circular economy
- We are diverting waste from the FOGO (kerbside food organics / green organics) bin from landfill into high quality compost

* Diversion percentage subject to organics content of the bin



Our Vision For Our Future

Renewable Resources



Buffer Land Management



2025

Where are we now?

- We are producing electricity by converting methane from landfill gas
- We are producing about 35% of our onsite electricity needs from solar power
- We export around 450MW of renewable energy to the grid

2030

Where will we be?

- We are producing electricity by converting methane from landfill gas
 - We are producing at least 75% of our onsite electricity needs from solar power
 - We produce 100% of our own power needs from renewable energy
 - We export 1,100MW renewable energy to the grid
-
- Our buffer land is well utilised by activities that align with its primary purpose, as a buffer from sensitive receptors
 - We have increased tree planting and vegetation screening of the SRWRA site



Our Vision For Our Future

Communications & Engagement



2025

Where are we now?

- We have developed a Communications and Engagement Strategy
- We have redeveloped our website
- We have commenced the development of digital education content for use by our Constituent Councils and customers
- We provide an annual school grants program to support waste education

2030

Where will we be?

- We have established SRWRA in the community as a trusted and well-regarded entity
- We are proactively communicating with and advising our Constituent Councils and other customers on relevant waste management issues



Strategic Context

National

Federal legislation influences both State and Local Government policy. Federal and State government Environment Ministers are working towards harmonisation of waste policy across the country. SRWRA engages at the national, state and local level. Key reference documents used by SRWRA include:

- National Waste Policy and Action Plan
- *Product Stewardship Act 2011*
- Extended Producer Responsibility schemes
- *Recycling and Waste Reduction Act 2020*
- National Food Waste Strategy

South Australia

SRWRA engages with state entities that have responsibility for waste management policies and functions. Key reference documents used by SRWRA include:

Green Industries SA Act 2004

The guiding principles of the Act include:

- Waste management hierarchy
- The circular economy
- Ecologically sustainable development
- Best practice methods and standards
- Policy development through open dialogue and consultation
- Source separation of waste



Strategic Context

Environment Protection Act 1993

The guiding principles of the Act include:

- Promotion of the principles of ecologically sustainable development
- Protection, restoration and enhancement of the environment
- Regulation of waste management
- Promotion of the waste management hierarchy and a strong market for recovered resources
- Illegal dumping offences

Environment Protection (Waste to Resources) Policy 2010

The guiding principles of the policy include:

- Sustainable waste management
- Prohibited landfill waste
- General waste management obligations
- General waste transport
- Resource recovery processing requirements for most metropolitan Adelaide waste



Strategic Context

Supporting the Circular Economy – South Australia's Waste Strategy 2020-2025

South Australia's Waste Strategy 2020-2025 outlines actions that can contribute to the development of a circular economy in South Australia.

The State Waste Strategy Targets include:

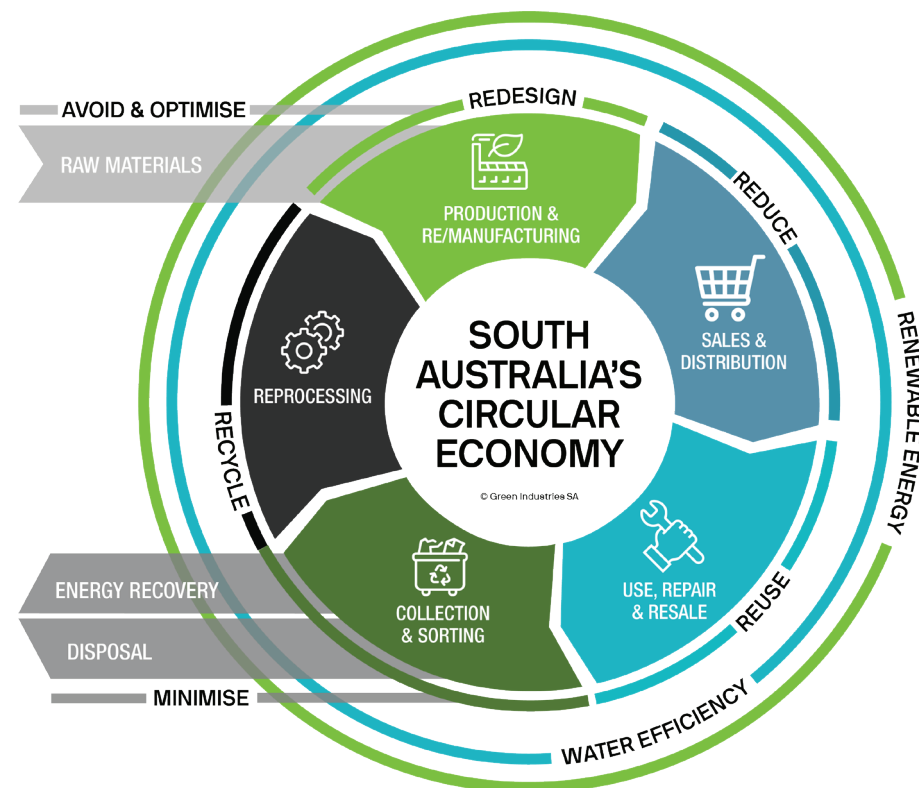
- Zero avoidable waste to landfill by 2030
- Commercial and industrial waste 90% diversion
- Metropolitan municipal solid waste 75% diversion (Kerbside Recycling, FOGO and General Waste)
- Construction and demolition waste 95% diversion

Priorities for action described in the Strategy are:

- Transitioning to a circular economy
- Food waste
- Market development
- Plastics and packaging
- Infrastructure capability and capacity

Additional reference documents include:

- *Beverage Container Act 1975*
- *Single-use and Other Plastic Products (Waste Avoidance) Act 2020*



Our Constituent Councils



City of Onkaparinga

Community Vision 2034

Environment Vision statement

It's easy to live locally here. It looks and feels amazing, from the coastline to the rolling hills, vineyards and abundant trees. The natural world is respected and full of life. This is a clean, attractive, well-kept place where outdoor spaces are cared for with new and ancient approaches. There is resilience to the impacts of a changing climate and hope for the future.

Goals:

- Reduce carbon emissions to help mitigate climate change impacts
- Transition towards a circular economy by maximising the lifespan and value of materials and products
- Support individuals and businesses to reduce waste to landfill



City of Marion

Community Vision 2034

Environment Vision statement

We protect, restore, and connect to the natural environment, building resilience to climate change.

Performance Measure: 70% resource recovery from household kerbside collection services.

Priority S1: Protect, restore and manage:

- S1.5 - Minimise waste, maximise resource recovery and build a circular economy, through our services and support to organisations and the community



City of Holdfast Bay

Our Holdfast 2050+

Sustainable Vision statement

A city, economy and community that is resilient and sustainable.

Aspirations:

- 2030s - The amount of waste sent to landfill has reduced by 75 per cent on 2020 levels
- 2040s - The majority of businesses in the city employ a circular or cradle to cradle philosophy (including for their supply chain) to minimise waste where possible
- 2050s - We send zero waste to landfill

1

Strategic Priority

Contemporary Services

We provide a contemporary service mix tailored to our Constituent Councils and the broader community. This includes accepting and processing municipal waste, kerbside recyclables, and green waste at a price point that balances cost, environmental outcomes, and community expectations.

We prioritise resource recovery to divert waste from landfill, while operating all facilities, including landfills, with commercial and environmental responsibility.

We also strategically acquire and retain ownership of buffer land to minimise operational risks from sensitive receptors.

The services we provide are:



Municipal Kerbside Waste

and recycling bin resource recovery and disposal



Public Waste

drop off area



Council and Commercial

operator disposal to landfill

We support other entities in their service provision to the community by facilitating and enabling:



Provision of recycled water

to the irrigators of McLaren Vale via a commercial lease for water storage on our buffer land



Provision of telecommunications

services to the community via two commercial leases for phone towers on our buffer land



Electricity generation

to the grid from landfill gas combustion and a solar farm on capped landfill

1

Strategic Priority

Contemporary Service Delivery

Actions

- Through our joint venture arrangements provide an on-site, in-vessel composting service for the kerbside green waste or FOGO bin
- Continue to investigate opportunities to maximise diversion of waste from landfill
- Investigate opportunities to develop a Solar farm and Battery Storage for the benefit of SRWRA and where possible, its Constituent Councils
- Cap landfill cell 5 and plan for new landfill cells 6 & 7
- Improve site operational efficiency and safety by expanding the working area of the recycling precinct
- Develop a new integrated office and weighbridge facility to support SRWRA's growth and staff attraction / retention
- Investigate further opportunities to divert recovered resources into the circular economy
- Investigate further opportunities to divert plastics from landfill
- Investigate productive use options for our strategic buffer land that supports improved economic and social prosperity for the local community
- Review and update masterplan of the SRWRA site and strategic buffer land
- Future landfill airspace planned on a rolling 10-year basis

Measuring Our Success

- Increase diversion from landfill by 2030
- Constituent Council disposal costs are in the lowest quartile for Adelaide Metro for all waste streams
- Further KPIs to be developed in conjunction with the Board

2

Strategic Priority

Environmental Stewardship

We are dedicated stewards to our environment, managing our site responsibly for the benefit of the community.

We understand the impact of our operations and actively work to minimise negative effects while maximising positive contributions through modern environmental management practices.

We promote conscious, ethical decision making, recognising our role in safeguarding ecosystems and resources for both current and future generations.



2

Strategic Priority

Environmental Stewardship

Actions

- Landfill capping is planned and approved
- Improve the quality of stormwater leaving the SRWRA site
- Strategically acquire land to provide a buffer from sensitive receptors
- Monitor and reduce emissions
- Identify opportunities to substitute potable water for non-potable water on site
- Identify opportunities to reduce fuel use on site
- Identify opportunities to source 100% renewable energy for the site
- Procure products that have recycled content where possible
- Ground water monitoring and improvement projects
- Identify opportunities to reduce the impact of site activity on surrounding properties

Measuring Our Success

- National Pollution Index Report
- Landfill environmental monitoring is completed in accordance with our EPA licence
- The SRWRA site is managed in accordance with our EPA licence
- Stormwater monitoring and improvement projects completed
- Reduce carbon emissions
- Reduce fuel use
- Renewable energy use
- Tree planting and vegetation screening established
- Further KPIs to be developed in conjunction with the Board

3

Strategic Priority

Collaborative Engagement

We will proactively engage with Constituent Councils, customers, all levels of government, industry, and waste subsidiaries to achieve shared strategic outcomes.

By fostering collaboration and providing essential market intelligence, we'll help Constituent Councils refine their waste management strategies and assess new solutions.

Our goal is to be a trusted brand, deeply connected with our community and customers on all aspects of SRWRA's service delivery.



3

Strategic Priority

Collaborative Engagement

Actions

- Proactive communication with Constituent Councils, Customers, Community, Government and Industry
- Regional forums focussed on strategic alignment, innovation and collaboration
- Regional advocacy on waste policy and government investment
- Responses to government waste related consultations
- Developing SRWRA's brand within the community as a trusted and well-regarded organisation
- Review and update Communication & Marketing Plan
- Realign grants and sponsorship programs to support SRWRA's communication objectives
- Engage with the local community to highlight the social value of the SRWRA site and explore opportunities for them to contribute to it

Measuring Our Success

- High quality digital assets are provided to customers to support their community education and engagement activities
- Annual regional forum is held with Constituent Councils
- Opportunities to share services are investigated and presented to the Board
- SRWRA participates in government waste related strategy consultations
- Quarterly newsletters that provide information on the activities of SRWRA are provided to the Constituent Councils
- Communications & Engagement Plan expanded to target and promote the social value and standing of SRWRA, including the recasting of grant programs, engagement material, event sponsorship and engagement in community conversations

4

Strategic Priority

Good Governance & Sustainability

We are well-governed and financially sustainable, ensuring long-term benefit for our Constituent Councils.

By maintaining contemporary governance practices and staying ahead of legislative changes, we foster an environment where fairness, transparency, and accountability are central to every decision.

Our mature corporate governance framework enables us to make timely, informed decisions, positioning SRWRA to responsibly meet Constituent Council needs now and into the future.



4

Strategic Priority

Good Governance & Sustainability

Actions

- Annual review and update of:
 - Strategic Plan and Annual Business Plan
 - Long Term Financial Plan
 - Landfill Closure and Post Closure Plan
 - Plant Asset Management Plan
 - Business Continuity Plan
- Develop and review a Building and Infrastructure Asset Management Plan
- SRWRA Charter:
 - Board Governance and Composition Review
 - Purpose of the Authority Review
- Enhance IT information systems and reporting
- Identify opportunities to share services with Constituent Councils and other Waste Authorities
- Annually review emergency response plans and contingency plans
- Maintain a Strategic Risk Register that is regularly reviewed by the Audit & Risk Committee and Board
- Develop an Environmental, Social and Governance (ESG) Strategy and reporting framework
- Identify opportunities to improve the financial impact for our Constituent Councils and actively report on the benefit we provide

Measuring Our Success

- Compliance with the SRWRA Charter and *Local Government Act 1999*, review and update Charter every 4 years
- Annual Budget and Business Plan adopted within statutory timeframes
- Annual Report adopted and sent to Constituent Councils in accordance with Charter requirements
- Strategies and plans reviewed and developed in a timely manner
- Annual presentation to Constituent Councils
- Annual Business Plan, Budget and quarterly budget reviews are prepared in a timely manner
- Annual emergency evacuation drill is completed
- Environmental, Social and Governance (ESG) Strategy and reporting framework is developed by December 2026

Roadmap to success

	FY26	FY27	FY28	FY29	FY30
Provide on-site composting service for green waste					
Investigate opportunities to maximise diversion of waste from landfill					
Investigate Solar Farm & Battery Storage					
Cap landfill cell 5 and plan landfill cells 6 & 7					
Improve efficiency & safety in precinct by expanding working area					
Develop a new integrated office & weighbridge facility					
Investigate further opportunities to divert recovered resources into the circular economy					
Investigate further opportunities to divert plastics from landfill					
Investigate productive buffer land to improve economic and social community prosperity					
Review and update masterplan SRWRA site and strategic buffer land					
Future landfill airspace planned on a rolling 10-year basis					
Landfill capping planned & approved					
Improve stormwater leaving SRWRA					
Strategically acquire land to provide a buffer from sensitive receptors					
Monitor and reduce emissions					
Identify opportunities to substitute potable water for non-potable water on site					
Identify opportunities to reduce fuel use on site					
Identify opportunities to source 100% renewable energy for the site					
Procure products that have recycled content where possible					
Ground water monitoring and improvement projects					
Identify opportunities to reduce site activity impact on surrounding properties					

1 Contemporary Service Delivery

2 Environmental Stewardship

Roadmap to success

	FY26	FY27	FY28	FY29	FY30
Proactive comms with Constituent Councils, Customers, Community, Government & Industry					
Regional forums focused on strategic alignment, innovation & collaboration					
Regional advocacy on waste policy and government investment					
Responses to government waste related consultations					
Developing SRWRA's brand within the community as a trusted and well-regarded organisation					
Review and update Communications & Marketing Plan					
Realign grants and sponsorship programs to support SRWRA's communications objectives					
Engage with the local community to highlight the social value of the SRWRA site and explore opportunities for them to contribute to it					
Annual review and update of: Landfill closure and post closure plan. Long Term Financial Plan Plant Asset Management Plan. Business Continuity Plan					
Develop and review a Building and Infrastructure Asset Management Plan					
SRWRA Charter: Board Governance & Composition Review. Purpose of the Authority Review					
Enhance IT information systems and reporting					
Identify opportunities to share services with Constituent Councils and other Waste Authorities					
Annually review emergency response plans and contingency plans					
Maintain a Strategic Risk Register regularly reviewed by Audit & Risk Committee and Board					
Develop an Environmental, Social and Governance (ESG) Strategy and reporting framework					
Identify opportunities to improve the financial impact for our Constituent Councils and actively report on the benefit we provide					

3 Collaborative Engagement

4 Good Governance & Sustainability

VISION 2030

Shaping our Future: 2025 - 2030

112 Bakewell Drive, Seaford Heights, SA 5169

P: 08 8327 0304 W: srwra.com.au

