

# STRATEGIC PLAN 2024 - 2027



# OUR VISION

Recycling and reuse of organic materials within a circular economy is widely understood and supported by Australians.

# OUR MISSION

AORA works with all stakeholders to facilitate an operating environment which maximises the recycling and reuse of organic materials, and promotes the benefits of compost, soil conditioners and mulches across the Australian community and business.

# STRATEGIC FOCUS AREAS

- ✓ Advocate
- ✓ Communicate
- ✓ Collaborate
- ✓ Educate
- ✓ Innovate



# AORA STRATEGIC OBJECTIVES

## OBJECTIVE ONE

AORA is the national voice of the organics recycling industry and is recognised in this capacity by governments and all industry stakeholders across the supply chain.

## OBJECTIVE TWO

AORA defines and champions a future where recycling of organic materials is maximised and optimised.

## OBJECTIVE THREE

AORA is a modern, successful and sustainable business.



# STRATEGIC OBJECTIVE ONE

**AORA is the national voice of the organics recycling industry and is recognised in this capacity by governments and all industry stakeholders across the supply chain.**

## **Precis**

The organics recycling industry is not new. Humans have been recycling and reusing organic materials since ancient times. Today, the role of the industry is becoming more critical as the effects of climate change, urban development, agricultural sustainability and energy use impact the health of our soils and our natural environment.

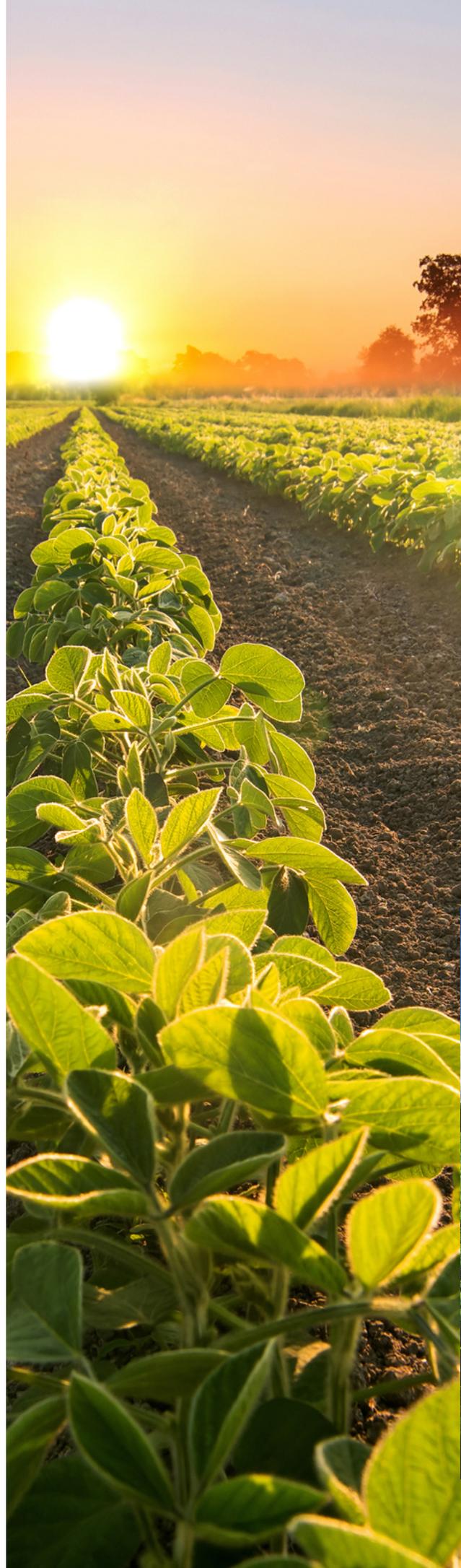
The organics recycling industry diverts material from landfill to beneficial reuse, acting to mitigate climate change and improve the sustainability of agriculture. In order to perform this role effectively, the industry must work with governments and a variety of other stakeholders in setting the policy and regulatory frameworks which promote the most beneficial outcomes.

## **What does success look like?**

Governments and other stakeholders come to us proactively, knowing we provide positive direction and leadership for our industry. Our views are respected and sought out by all stakeholders. We are considered the undisputed authority and voice on the Australian organics recycling industry.

## **Targets**

- 1.1: AORA is the recognised national peak industry body for the organics recycling industry.
- 1.2: AORA produces reports, original research and policy positions to ensure that the needs of the industry can be clearly presented and articulated to government and other stakeholders.
- 1.3: AORA successfully collaborates with governments to design and implement policy, regulation and legislation which optimises market conditions for the industry.
- 1.4: AORA is sought out by the media as the authority on organics recycling and related issues.



# STRATEGIC OBJECTIVE ONE

## Projects and Actions

### 1. Develop and commence implementation of a National Communications Plan.

- a. Continue development of an AORA media contacts list.
- b. Increase the number of AORA media releases issued (average 1/month).
- c. Increase collaboration and communications with key partners (e.g., ACOR, APCO, Planet Ark, International Compost Alliance, aligned CRC's, etc.) and work in close alliance with these partners on issues of mutual interest.
- d. Promote AORA as the acknowledged voice of authority/knowledge with the media on organics recycling.
- e. Increase AORA social media exposure (e.g., Facebook and LinkedIn) through increased posts and a heightened focus on end-use markets/applications.
- f. Increase the number of AORA dedicated events held on a state/national basis (minimum three national events per annum / two state-based events per annum).

### 2. Develop and commence implementation of a National Advocacy Plan.

- a. Develop a national AORA stakeholder map and prioritise key advocacy stakeholders and develop engagement strategies to ensure AORA has a 'seat at the table' with these key advocacy stakeholders. Focus will be on those key advocacy stakeholders responsible for formulating and implementing policy including regulatory/legislative changes impacting the Australian organics recycling industry (e.g., EPA's, Department of Climate Change, Energy, Environment and Water, etc.).
- b. Develop and continuously refine/update key messages targeted to each key advocacy stakeholder group.

### 3. Further develop and position Compost for Soils™ as a core resource for industry.

- a. Develop a national AORA end-user/market development map and identify/prioritise key issues/barriers to further product/market development.
- b. Relaunch the 'Find a Composter' facility via the (new) AORA website and regularly promote this across all of the AORA communication channels and social media.
- c. Review and as required, update, all existing AORA Fact Sheets using the Compost for Soils™ as the key brand.
- d. Develop new AORA fact sheets using the Compost for Soils™ brand on issues of relevance, especially to drive end-use market adoption of industry products.
- e. Position AORA as a credible information source via Compost for Soils™ with national/state farmer organisations and with key RDC's (e.g., Dairy Australia, MLA, GRDC, etc.).



## STRATEGIC OBJECTIVE TWO

**AORA defines and champions a future where recycling of organic materials is maximised and optimised.**

### **Precis**

Diverting organic resources for recycling, significantly reduces emissions and recovers valuable nutrients from landfill. The application of composted and organic products to soil provides many benefits, including sequestering carbon, improving water retention, increases micronutrients and improving agricultural productivity.

Organics recycling closes the loop on food and other organic wastes and ultimately returns them to food production through the soil. It is the industrialisation of a natural process, and therefore a true exemplar of the circular economy.

### **What does success look like?**

Recycling rates for the industry increase nationally and in each state and territory. The community understanding and perception of the industry and its products is increasingly positive and supportive. The industry is growing steadily and is increasing in profitability.

### **Targets**

2.1: AORA leads by defining the future of the industry and its supply chain, including setting targets for our industry and the community.

2.2: AORA identifies, communicates and celebrates best practice strategies, technologies and products.

2.3: AORA collaborates with likeminded organisations nationally and globally to maximise the benefits accruing to our members.

2.4: AORA develops and champions standards, certification and accreditation programs to reinforce the credibility and value of the industry and its products.

2.5: AORA proactively leads the discussion, debate and formulation of strategies to address key industry issues of concern (e.g., contamination, PFAS, plastics, etc.).

# STRATEGIC OBJECTIVE TWO

## Projects and Actions

1. Formalise partnerships with tertiary institutions, CRC's and other associations by targeted MoU's focusing on shared strategic objectives.
2. Communicates and advocates the Vision 2031, Economic Contribution and Capacity reports so that all are well understood, adopted and cited by governments and other stakeholders.

# STRATEGIC OBJECTIVE THREE

**AORA is a modern, successful and sustainable business.**

## Precis

In order to deliver the beneficial outcomes AORA envisions for all of its stakeholders and the industry broadly, it must do so from the secure base offered only through a sustainable, productive and progressively managed business. To deliver this, AORA must have high quality and transparent corporate and financial governance, a broad and reliable revenue base, a well-managed and targeted approach to expenditure, fit-for-purpose I.T. infrastructure, and a strong central focus on identifying and delivering to the needs of members.

## What does success look like?

AORA is self-sustaining financially and is recognised for its strong corporate and financial governance. It is, at worst, breaking even in each financial year but seeks to improve the strength of its balance sheet annually. New members and corporate sponsors proactively seek out involvement in AORA. Retention of existing sponsors and attraction of at least two new national sponsors annually. AORA has at least 400 members nationally by 2027, including at least 80% of all organics processors nationally.

## Targets

- 3.1: AORA consistently reviews and revises its corporate and financial governance to ensure transparency and best practice.
- 3.2: AORA consistently improves its financial base through strong relationship management of members and corporate sponsors, and extensive relationships with government partners supportive of AORA's products and services.
- 3.3: AORA applies for and successfully receives government grant funding annually in order to deliver key services to the industry.

## Projects and Actions

1. Implement a new, integrated Customer Relationship Management (CRM) system that enables best-practice in the management of all AORA contacts/stakeholders. The new CRM will deliver productive integration with other corporate systems including the AORA website, financial management system, event management and communications.
2. Review the differing approaches to member service delivery nationally to ensure a minimum standard of service delivery and relationship management across the organisation.
3. Identify and target government partnerships available for the delivery of AORA services and products and wherever possible, attract government funds to support these.

This Strategic Plan was formally adopted by the AORA Board on 10 November 2023.

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