



# **WASTE SERVICES**

## **PERFORMANCE PLAN (2021-2026)**

(Including the requirements for Annual Performance Plan (LG Act))  
and a Strategic Asset Management Plan (ISO55000)



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## 1.0 Executive Summary

This plan provides an overview of the Waste Services business over the next five years and the initiatives to progress the waste business. It specifies the range of services provided to internal and external clients.

The plan provides an overview of external influences that the waste industry is subject to; such as economic, social, regulatory and environmental influences, and internal influences; such as council's corporate plan. These influences can then be considered in the development of the business strategy and risk management strategies implement to mitigate any perceived risks.

In developing the business plan, it is important to recognise demand forecasting and the effects of population, economic growth, weather, national and state government policy and alternative waste management providers, will all contribute to the infrastructure planning for waste services.

The plan provides an overall business structure for Waste Services, and the responsibilities of the Water and Waste Services management team. Key business processes are:

- Collection Services,
- Materials Recovery,
- Landfill Management,
- Transfer Stations,
- Waste Strategic Planning, and
- Environmental Monitoring and Management

Each area has the opportunity to optimise efficiencies and a number of risks will need to be managed across all areas.

Waste Services aims to ensure effective and efficient management of waste assets and an asset management framework is being developed to ensure that key objectives are achieved. A risk-based approach is being embraced by Waste Services in making asset management decisions, as well as understanding the service performance of the assets and whether to upgrade, renew or build new. A five-year asset investment profile has been provided for the waste capital program.

2020/2021 continues to hold a high level of unpredictability due to external drivers. Issues such as the Chinese "national sword" continue to impact the global recycling system, the recent introduction of the Queensland Container Refund Scheme, State Government's Waste Levy, and the planned banning of specific waste and recyclable materials will impact or influence Council's own waste strategy.

In addition to the Queensland Government's initiatives with waste management, the government has released its new Waste Management and Resource Recovery Strategy. This strategy will have a significant influence on how Council will provide waste and resource recovery services into the future. To underpin the strategic review, the Queensland Government has initiated new plans and policy development including:

- Organic Waste Plan;
- Kerbside Collection Services Plan;
- Energy from Waste (EfW) policy;
- Litter and Illegal Dumping Action Plan;
- Queensland Waste and Resource Recovery Infrastructure plan; and
- Data strategy.

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All of these will drive and influence the direction of Council's own waste management strategic planning. However, external influences are not new. For example, the previous Waste Levy and the National Carbon Pricing Mechanism has shown that Council can be agile and resilient to changing environments with Council implementing appropriate measured responses on behalf of its community.

The plan provides an overview of the Financial Management of the Waste Services, including the Pricing and Revenue and Operating Performance, where 80% of budgeted operating surplus for 2020/2021 will be diverted back to MRC as dividends and notional tax, while the balance will predominantly be used to fund capital investments.

Waste Services has a number of internal and external reporting requirements that determine the performance criteria with external reports provided to various State and Federal agencies in accordance with legislative requirements.

The key initiatives that will be delivered over the course of the five-year business plan are detailed in Table 1. The key initiatives are aimed at ensuring that Waste Services delivers on the corporate objectives into the future.

Table 1: Key Initiatives



**OUR PURPOSE:**

*Water & Waste Services is committed to delivering sustainable water and waste services to the Mackay Region in an efficient and commercially responsible manner.*

**OUR VISION:**

REFRESH – building Renewed Engagement that is Focused on Relating to create Efficient, Sustainable services through a Holistic approach

	Service Objective	Business Priorities	20/21	21/22	22/23	Measures of Success	Corporate Priority
Corporate Priorities	To achieve excellence in financial and human resource management and work health and safety	<ol style="list-style-type: none"> <li>1. Manage council's financial resources efficiently.</li> <li>2. Develop a capable workforce and equip our people with the skills and knowledge required to deliver our services.</li> <li>3. Meet Corporate targets for lead safety measures in the Safety Strategy 2019-2022.</li> </ol>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<ul style="list-style-type: none"> <li>• We are a financially sustainable program, within ±10% the budget each year.</li> <li>• We have a capable workforce, which is equipped with the skills and knowledge required to deliver our services.</li> <li>• Our program is regarded as a safety leader and achieves all its lead safety performance targets.</li> </ul>	<p><b>Organisational Performance</b></p> <p><i>Financial sustainability and efficiencies</i> Maintain the financial sustainability of the council by implementing rigorous financial management practices across all council programs.</p> <p><i>Safety in the workplace</i> Practise a "safety first" attitude to ensure the safety and wellbeing of council employees, contractors and volunteers.</p> <p><i>Our people</i> Implement industry-leading people management practices including recruitment, training and development, performance management, and workforce planning.</p>
Customer satisfaction	To engage with our community and consistently meet our customer services standards.	<ol style="list-style-type: none"> <li>4. Improve engagement of all water and waste activities with the customer.</li> <li>5. Engage with our stakeholders and keep them informed.</li> <li>6. Educate the community on the cost of water and waste service provision.</li> </ol>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<ul style="list-style-type: none"> <li>• Our community is engaged with the Water &amp; Waste business and expectations are met.</li> <li>• Targeted and engaging waste and recycling education programs are delivered to the community.</li> <li>• Customers make a conscious decision about their water consumption.</li> </ul>	<p><b>Promote council's services</b></p> <p>Raise community awareness about council's services and initiatives.</p>
People & Culture	To create an engaged and high performing team culture with the aim to have the right people in the right roles with the right skills and knowledge to deliver on the vision.	<ol style="list-style-type: none"> <li>7. Foster workforce with engaged culture; clear roles, responsibilities, accountabilities.</li> <li>8. Deliver appropriate resourcing levels to respond to business demands aligned with the Workforce Plan</li> <li>9. Provide an environment where our people proactively contribute and desire to be part of a high performing team aligned with the Workforce Plan.</li> <li>10. Water Industry Worker program designed in consultation with People and Culture.</li> </ol>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<ul style="list-style-type: none"> <li>• The right people are in the right roles with the right skills and knowledge.</li> <li>• Water &amp; Waste Services is known for engaging its staff and having a positive workplace culture.</li> <li>• We have a cohort trained under the Water Industry Operator and Water Industry Worker competency framework.</li> <li>• Water Industry worker and Water Industry Operator traineeship in place.</li> </ul>	<p><b>Our culture</b></p> <p>Foster a culture where staff willingly engage in council's values and expected service delivery outcomes for our community.</p>

*Working as one team to achieve for our clients & community*

## BUSINESS PLAN 2020 - 2023 Water and Waste Services (WSIP-WT-WN-WS)

	Service Objective	Business Priorities	20/21	21/22	22/23	Measures of Success	Corporate Priority
Finance	Manage the income and expenditure in a sustainable way.	11. Improve asset utilisation by embedding prudent and efficient decision-making principles. 12. Benchmarking previous years & other organisations to measure efficiencies (yr 2 & 3) 13. Better understand the cost breakdown for all areas of Water and Waste Services. 14. Identify alternative revenue sources.	✓	✓	✓	<ul style="list-style-type: none"> <li>Planning optimisation is used to devise capital program, developed within Governance Framework.</li> <li>Water and wastewater budget process and outcomes reduced by improved delivery of services through operational efficiencies and optimisation.</li> <li>Increased revenue from alternative sources identified.</li> <li>Cost of business fully understood through improved data capture.</li> </ul>	<b>Financial sustainability and efficiencies</b> Maintain the financial sustainability of the council by implementing rigorous financial management practices across all council programs.  <b>Infrastructure and Transport</b>  <b>Asset management</b> Ensure that asset management aligns to the council's strategic direction and that effective asset management practices are in place to optimise the use of council's assets required to deliver services to the community.
	To create systems and procedures that assure responsive delivery, quality, and management by fact.	15. Increase efficiencies by maximising collaboration opportunities with other councils, CTM Alliance and WIM Alliance. 16. Maximise business efficiency by implementing effective knowledge management and information sharing processes to ensure appropriate information is collected, managed, analysed and shared 17. Develop Regional Waste Action Plan 18. Evaluate options for Increasing waste diversions from landfill and monitor ongoing impacts of recycling markets 19. Assess council's waste facilities and services by reviewing current Waste strategic plan and identifying improved service delivery 20. Monitor and report the impacts of the current change to markets on MRC's recycling service 21. Review and publish the Waste Management Strategic Plan (WMSP).	✓	✓	✓	<ul style="list-style-type: none"> <li>Joint operations undertaken between alliance partners where feasible</li> <li>Full implementation of Assetic across Treatment, including laboratory. i Regional Waste Action Plan, with Greater Whitsunday CoM implemented.</li> <li>Draft WMSP completed for internal discussion.</li> <li>Reports to council, in the Engineering and Commercial Infrastructure Waste Services Monthly Review, on the performance of the service.</li> </ul>	<b>Regional Identity</b>  <b>Working together with neighbouring councils</b> Maximise the opportunities through active participation in the Whitsunday ROC; build strategic alliances; advocate on regional priorities and collaborate to capitalise on opportunities for joint cost savings and improved service delivery.  <b>Organisational Performance</b>  <b>Governance and performance</b> Ensure that council complies with all of its statutory obligations, minimises its exposure to litigation, manages its risk, undertakes targeted internal audits, and meets community expectations of transparency and performance reporting.  <b>Environment</b>  <b>Recycling and reuse</b> Increase recycling and reuse by diverting waste from landfill and raising community awareness, in order to reduce the costs of providing waste services, gain the economic advantages of producing material for reuse, and reducing the impact on the environment.

	Service Objective	Business Priorities	20/21	21/22	22/23	Measures of Success	Corporate Priority
Asset Management	To deliver the best whole of life outcome decisions for the regions assets to meet the customer service standards into the future.	22. Implement optimised maintenance, renewal and decommissioning strategies to ensure prudent and efficient operation in the long term. 23. Maximise asset life by improved asset management and maintenance practices. 24. Support MRC's long-term growth objectives by planning for required infrastructure, right time, right place. 25. Implement asset management decision making metrics to deliver objectives at lowest whole of life cost. 26. Asset management register for waste and treatment (yr 1 & 2). 27. Update asset register for all water and waste services asset (yr 3).	✓	✓	✓	<ul style="list-style-type: none"> <li>The Region's assets meet the requirements of our customers.</li> <li>Asset management practices are at an optimum.</li> <li>The Hogan's Pocket Landfill airspace model is reviewed.</li> <li>Mobile Assetic is successfully rolled out to Treatment and Waste.</li> <li>Defined asset maintenance and renewals strategy, including write-down and disposal of assets, for all water &amp; wastewater assets.</li> <li>Asset management register for Water and Waste Services TreatmentAssets is current and updated.</li> <li>Utilise asset data to best optimise capital investment.</li> <li>Maintain correct asset data and utilise appropriate to ensure optimised planning and performance.</li> </ul>	<b>Infrastructure and Transport</b>  <b>Asset management</b> Ensure that asset management aligns to the council's strategic direction and that effective asset management practices are in place to optimise the use of council's assets required to deliver services to the community.  <b>Planning for growth</b> Plan for the delivery of public infrastructure and services to match the needs of our changing population.  <b>Drainage Networks</b> Maintain and improve council's drainage networks by delivering priority drainage capital works; and by developing more efficient delivery mechanisms.  <b>Water and sewerage networks</b> Maintain and improve council's water and sewerage networks by optimising the useful life of assets and by adopting more efficient service delivery mechanisms in consultation with the community.  <b>Waste services</b> Maintain and improve council's waste facilities and services by adopting improved practices and service delivery.
Regulatory Compliance	To ensure all operations and activities are undertaken in compliance with our regulatory obligations.	28. Meet all regulatory obligations. 29. Influence regulatory framework to promote sustainable delivery of environmental outcomes. 30. Undertake strategic review of closed landfills. 31. Review regulatory framework to promote sustainable delivery of environmental outcomes 32. Implement outcomes of strategic review of closed landfills.	✓	✓	✓	<ul style="list-style-type: none"> <li>Nil regulatory enforcement notices.</li> <li>99% regulatory compliance with Health Guidelines of Australian Drinking Water Guidelines.</li> <li>95% regulatory compliance with licence requirements for treated sewerage.</li> <li>100% completion of planned internal audits of licenced sites.</li> <li>The strategic review of former landfills is completed.</li> </ul>	<b>Organisational Performance</b>  <b>Governance and performance</b> Ensure that council complies with all of its statutory obligations, minimises its exposure to litigation, manages its risk, undertakes targeted internal audits, and meets community expectations of transparency and performance reporting.

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## 2.0 Introduction

### 2.1 Purpose

This Performance Plan integrates the activities of waste service delivery to ensure Waste Services delivers its business outcomes as efficiently and effectively as possible.

Waste Services is recognised by the State as a Significant Business Activity under the Local Government Act. The business, therefore, must function in a manner that addresses the following regulatory requirements<sup>1</sup>:

- Clearly outline the nature, extent and the objectives of the business;
- Develop strategies to ensure the sustainable management of the business's assets/infrastructure;
- Operate within a manner consistent with Council's long-term financial forecast; and
- Develop an Annual Operations/Performance Plan.

This Performance Plan is designed to address each of these legislative provisions and contains both the longer-term strategy (five-year program) for business improvement and the more immediate (annual) goals for the business.

The Performance Plan has also been structured to define the elements of the businesses "Asset Management System" as identified in the International Standard for Asset Management ISO 55000.

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<sup>1</sup> Qld Local Government Regulation, 2012

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## 3.0 Services Provided

### 3.1 Services Provided

Waste Services provides a range of waste related services to internal and external customers. The scope of high-level services provided to external customers is as follows:

- Kerbside Waste and Recyclables Collection
- Transfer Station Operations
- Green Waste Collection Station Operations
- Materials Recovery Facility Operations
- Resource Recovery Operations
- Landfill Operations
- Environmental Monitoring & Management
- Waste and Recycling Education
- Landfill Gas Management

The scope of services provided to internal customers is as follows:

- Development Approval Referrals
- Event Bin Management
- Waste Audits
- Waste Education

### 3.2 Customers Service Standards

Waste Services is committed to providing a high quality, safe and reliable waste and recycling services in an efficient and sustainable way. The commitment on the levels of services provided to our external clients is detailed in the Customer Charter. A copy of the Customer Charter (June 2019) is detailed in Appendix A.

The Customer Charter will encapsulate the service standard for all elements of the services provided to both external and internal customers. Once developed the Customer Charter will be continually reviewed, to ensure an optimum balance between the levels of service and the cost of the service provision to the community.

Our customer service standards are periodically reviewed to ensure an appropriate balance between the levels of service provided and the cost of the service provision the the community.

## 4.0 Business Context

### 4.1 Introduction

Waste Services operates within the Mackay Regional Council Local Government Area. The Region extends over an area of 7,621 square kilometres, from north of Bloomsbury to south of Koumala and extending past Eungella to the west. Mackay Regional Council employs approximately 1,100 staff.

The current population within the Council's region is estimated to be 116,763 (as at June 30, 2019) and is expected to grow steadily into the future.

Waste Services is responsible for the delivery of Waste Services for this growing regional community.



Figure 1 : Map of Mackay Regional Council

### 4.2 Business Environment (External):

As an essential service and one which is fundamental to economic, social and environmental development, the waste industry is subject to a wide range of external influences which need to be accommodated in the development of the business strategy. Specific external drivers which shape the business and operating strategies adopted by Waste Services are summarised in Table 2 . These forces will continue to have an impact on the operations over the coming years.

**Table 2: Business’s External Environment**

Issue	Description	Implications for Waste Services
Fiscal Constraints	<p><b>Capital Funding:</b>  The inability to obtain consistent grant funding for capital expenditure has impacted Waste Services capital funding options.</p> <p>Waste Services has previously been successful in receiving grant funding when the opportunity arises such as Royalties to the Regions, Works for Queensland and Australian Packaging Covenant funding.</p> <p>Current funding opportunities for waste management is at best ad hoc, have very specific criteria that do not suit Council needs or aimed at regional approaches. To facilitate future access Council has commenced dialogue with neighbouring Councils to identify opportunities for future business case development.</p>	<p>Removal of capital subsidies continues to impact the Waste Business in its ability to fund a large forward capital program necessary to support the growing community. Ad hoc funding from other sources does not provide any certainty and cannot be relied upon.</p>
	<p><b>Pressure On Rates</b>  Mackay Regional Council rates rank above the median for councils in Queensland. The Mackay region experienced a significant drop in economic activity since the end of the resources boom in June 2013, with a 14.7% decline in employed persons in the 6 and a half years from June 2013 to Dec 2019, and associated decline in average weekly household income. The economic impacts of the Coronavirus (COVID-19) in 2020 places additional pressure on household employment and related earnings, savings and disposable income. Therefore, the ability of the community to absorb rates increases are limited.</p>	<p>Waste Services must be efficient as possible to minimise service delivery costs and impact on the community.</p>
Socio-political Considerations	<p><b>Cost of Living</b>  The Mackay Regional economy has had significant changes in recent history with accelerated growth, followed by a correction. The economy is now entering a new growth phase, however it is not at the previous highs. Irrespective of the economic conditions, the business needs to have an ongoing objective to identify opportunities to lower costs of services provided.</p>	<p>Cost of living pressures constrain the ability of the business to recover its increasing costs through pricing and drive a business objective of minimising the cost to provide services in the long run.</p>
	<p><b>Socio-Economic Profile</b>  The socio-economic profile of the Mackay region indicates a higher than average household wage compared to other Council’s in Queensland. However, financial pressures within the community continue with unemployment increasing from 3.9% (Dec 2018) to 6.4% (Dec 2019).  is  The 2018 Community Attitudes Survey revealed that 68% of residents were satisfied with the provision of three dump vouchers, however this was also identified as a ‘key vulnerability’ and that improvements in the performance of these services will have a strong, positive impact on overall satisfaction with Council. Residents also gave kerbside wheelie bin collection the highest satisfaction rating (8.2%) of council’s services and functions.</p>	<p>Pricing signals are generally considered ineffective for the provision of waste services for residents having a mixed outcome as it depends on the socio-economic profile of the resident.</p> <p>Price signals are effective for the commercial market, however there needs to be established alternative services to cater for diverted commercial waste to enable them to be effective.</p> <p>The market research shows that this is accentuated in Mackay for a segment of the community with high wages that demand management is ignored, whereas residents that have low wages may not be able to seek alternatives.</p>

Issue	Description	Implications for Waste Services
	<p><b><u>Commercialisation</u></b>  Commonwealth and State Government policy require larger water and waste businesses to operate on a commercial basis. This means that at a minimum all operational costs need to be covered by waste fees and charges and that investments will need to be funded on a commercial basis.</p>	<p>Mackay Water and Waste Services is operating in accordance with the requirements for a “Commercialised Business Unit” of Council as specified in the Local Government Act and associated regulation.</p> <p>In alignment in the manner that Council’s Water Services is being managed, Waste Services is recognising the pressures for future reform. Further, Water Services has expanded the Water and Waste Advisory Board to include Waste Services operational areas.</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>Waste Industry Reform</b></p>	<p><b><u>Waste Reduction and Recycling</u></b>  The Waste Reduction and Recycling Act 2011 makes a number of changes that impacts Waste Services. The Act has provisions for Local Governments to develop a waste reduction and recycling plan that determine the strategic direction of waste management.</p> <p>The Act is the enabling legislation for the Queensland Government to implement a new State Waste Management Resource Recovery Strategy. The strategy sets the future state direction on waste management and is subject to review by the Queensland Government.</p> <p>The Government has introduced new policy initiatives including the Container Refund Scheme (CRS), Waste Levy re-introduction and plastic bag bans. In addition these initiatives, the Queensland Government overtime will consider a product stewardship review, landfill bans for certain waste streams, waste management target obligations and alteration to current licencing arrangements. These are, and potentially will have, a direct impact on Council’s current business.</p> <p>The recent implementation of the “National Sword” policy by China, has had a dramatic effect on global and domestic demand for recyclables. This has substantially reduced commodity pricing and the acceptance criteria. In addition to the international market changes, COAG have also agreed to the ban the export of certain waste and recycling materials. This will have a significant potential to alter the market for these commodities.</p>	<p>Waste Services will continue to review its Waste Management Strategic Plan (Waste Management Strategy) that contains its Recovery and Recycling Plan. The Plan requires ongoing revision to reflect the current economy of the region and any implications of the Queensland Government’s review of the State Waste Management Strategy.</p> <p>Waste Services will review the potential impacts and opportunities of any proposed Container Refund Scheme, Waste Levy re-introduction, plastic bag bans product stewardship review, landfill bans and any other policy changes on the business.</p> <p>Waste Services and Council are working with other Local Governments and advocacy groups, such as the LGAQ, LAWMAC and WMRR to influence Queensland government decision making to ensure that changes to legislation and policy have the best outcomes for the community.</p> <p>Waste Services is working collaboratively with our Materials Recovery Facility operator to minimise impacts to council and rate payers.</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>Legislation</b></p>	<p><b><u>Environmental Legislation</u></b>  Compliance with legislation mandating environmental outcomes is a key driver for waste businesses. Regulation governing the environmental aspects of the waste businesses has increased significantly in recent years. This in turn impacts the cost of delivering waste services. A shift has occurred in how the regulatory environment licences and conditions waste service providers with a greater understanding of the cost to serve while meeting regulatory requirements. With less prescription and more outcomes focused, conditioning the risk partially is transferred back to the service provider.</p> <p>I think there needs to be something in here about the closed landfills – whether it’s legislation or capital but with a 53M price tag, it can’t go unmentioned.</p>	<p>Waste Services has undertaken a review of legislative changes to date and has developed actions to ensure compliance with these changes. The business will continue to remain compliant “in touch” with ongoing legislative change.</p>

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## 4.3 Business Environment (Internal)

### 4.3.1. Corporate Drivers

Mackay Regional Council's Corporate Plan 2016-2021 sets out the strategic direction of the Council. The Corporate Plan is intended to unify and guide the decision-making processes of the different departments to ensure the common vision of the Council is delivered to its ratepayers. As such, the Corporate Plan defines the overall strategic direction for Waste Services.

A high-level summary of how the waste business has translated the corporate plan objectives into objectives for Waste Services is provided in Table 3.

Council's Planning Scheme embodies the Vision for the Region including expectations for growth, levels of service and efficient land use. The Planning Scheme provides guidance to Waste Services on the scope, scale, location and timing of growth anticipated and associated service requirements within the Mackay Region.

Further, Council is actively pursuing alternative sources of revenue to expand the revenue base and strengthen its financial position. Water and Waste Services is embracing this concept where there are synergies with the existing business activities.

**Table 3: Waste Business Objectives to Support Corporate Plan**

Corporate Plan Strategic priority	Corporate Plan Objective	Supporting Waste Business Objectives
Economy	We will maintain a buoyant, diverse economy that creates opportunities and employment and builds on our strengths so that we are a key player in the global economy.	<ul style="list-style-type: none"> <li>• Waste Services will deliver efficient service delivery that minimises the cost to provide services in the long run. This will directly increase the disposable income available in the community and strengthen the local economy.</li> <li>• Where financially responsible Water and Waste will export skills developed.</li> </ul>
Community Pride	Our sense of community enables us to come together to build a supportive environment for people of all cultures, beliefs and backgrounds.	<ul style="list-style-type: none"> <li>• Waste Services will be an innovative waste service provider which is recognised for its commercial performance, provides regional leadership, has the respect of its customers &amp; industry regulators, and prides itself on its sustainability.</li> <li>• Waste Services will support the Mackay Pride campaign by promoting the services provided and the outcomes delivered.</li> </ul>
Regional Identity	Develop a strong regional voice to promote and facilitate growth to become a leading community in Northern Australia.	<ul style="list-style-type: none"> <li>• Waste Services will contribute to the strengthening of the Queensland and Australian Waste Industry through its contribution to formal and informal National, State and Regional Waste Industry Associations and inter utility collaboration.</li> <li>• Waste Services will deliver regional leadership through its involvement and leadership in industry groups.</li> <li>• There needs to be something in here too about the Council of Mayors and a strategy to work closer together on waste issues</li> </ul>
Community Health and Wellbeing	Enjoy a safe, healthy and accessible community that celebrates a diverse range of services and facilities.	<ul style="list-style-type: none"> <li>• Waste Services commit to provide safe, reliable and high-quality waste services to the community.</li> <li>• As a supporting service provider to the health and wellbeing of the community Waste Services will deliver integrated planning for our services to ensure support the broader objectives of the region.</li> <li>• Waste Services will support community resilience through effective business continuity planning and preparedness.</li> </ul>
Environment	We treasure our natural environment and through care and resilience will protect it for future generations.	<ul style="list-style-type: none"> <li>• Waste Services will minimise impact on the environment in a commercially sustainable way. Water and Waste recognises that this is achieved through a broad range of measures including optimised operations, effective asset planning and a coordinated approach to future planning of service delivery.</li> </ul>

Corporate Plan Strategic priority	Corporate Plan Objective	Supporting Waste Business Objectives
Infrastructure and Transport	We will implement an effective, well managed plan to deliver the right infrastructure at the right time to meet the needs and economic growth of our community.	<ul style="list-style-type: none"> <li>•Waste Services will deliver the best whole of life outcome decisions for the regions assets to meet the customer service standards into the future.</li> </ul>
Lifelong Learning	We will build an informed, involved and digitally connected community that retains and attracts knowledge.	<ul style="list-style-type: none"> <li>•Waste Services will deliver an empowerment to our customers in the management of the services that are provided. Empowering our customers involves an improved understanding of our customers’ needs, delivering effective communication and providing self-service capabilities.</li> </ul>
Organisational Performance	We will be an innovative and responsive council that strives for excellence every day to achieve for our customers and the community.	<ul style="list-style-type: none"> <li>•Waste Services will deliver best practice quality and management systems too consistently and efficiently deliver on the stakeholder outcomes.</li> </ul>

#### 4.3.2 Governance

Waste Services is subject to the governance regulations applicable to local governments. This includes:

- *Capital Governance Framework.* As a capital-intensive business, it is essential that prudent financial sustainability practices limit the level of debt funding. Community considerations and monopoly status also constrain operating margins. These dual requirements effectively “cap” the speed at which infrastructure can be provided
- In December 2012 Council implemented a Water & Sewerage Capital Advisory Committee to oversee capital decision making within Water Services. In late 2014 the Committee’s Charter was extended to include Waste Services and the Committee was rebadged as the Water & Waste Advisory Board. The purpose of the Board was to provide advice on the provision and enhancement of water, sewerage and waste infrastructure to serve the Mackay Regional Council community. The Board has undergone recent modifications but continues to function and provide advice across planning, operational and capital areas of Water and Waste Services for the benefit of the community
- *Operating Governance Framework.* To ensure that the business is efficient and effective in delivering its outcomes, a clear governance framework has been developed across the business. This framework ensures that all personnel understand their roles/responsibilities and outcomes are managed using an appropriate performance framework. The management structure of Waste Services is defined in Section 7 with the key functional elements of the business discussed in Section 8. In addition, the advice provided by the Water and Waste Advisory Board has now extended over the operating environment

#### 4.3.3. Organisational Values

Mackay Regional Council is undertaking a cultural change program. The change program aims to implement a culture based on:

***“Working as one team to achieve for our customers and our community”***

The program is underpinned by five core values. These values are:

- Workplace Health and Safety
- Customer Satisfaction
- Respect
- Teamwork
- Accountability

#### 4.4 Risk Management

Waste Services works within MRC’s Enterprise Risk Management Framework and maintains such systems as are necessary for the effective control and management of risks associated with the operation of the business. Waste Services applies a risk-based approach to the management of the business.

Risk registers are developed or are in development for the following areas:

- Site Management
- Disaster Management
- Asset Management
- Individual projects as required.

A list of the top risks to the business is provided in Table 4.

**Table 4: Key Business Risks**

Category	Risk	Mitigating Measures
Workplace Health and Safety	Accidents or incidents leading to injury of staff or others.	<ul style="list-style-type: none"> <li>• Safe Plan implementation</li> <li>• Safety Culture initiatives</li> </ul>
Public Health	<p>Failure of systems or breach of procedures resulting in the spread of communicable disease or release of toxins.</p> <p>Failure to provide collections of putrescible waste.</p>	<ul style="list-style-type: none"> <li>• Site Based Management Plans</li> <li>• Best practice landfill management</li> <li>• Best practice waste collection services</li> <li>• Real time monitoring</li> </ul>
Environmental	<p>Incident causing release of unlicensed contaminants to the receiving environment.</p> <p>Legacy landfill impacts on environment.</p>	<ul style="list-style-type: none"> <li>• Site Based Management Plans</li> <li>• Ground Water Monitoring Program</li> <li>• Identified in Capital Long Term Financial Forecast</li> <li>• Asset Management Plans</li> <li>• Closed Landfill Strategic Review</li> <li>• Real time monitoring</li> </ul>
Service Standards	Insufficient information about assets to make asset life cycle decisions to maintain service standards and make optimised infrastructure decisions.	<ul style="list-style-type: none"> <li>• Asset management system improvements</li> <li>• Monitor Pro implementation</li> <li>• Use of waste management data to aid decisions</li> </ul>
Growth	Unplanned growth or out of sequence growth resulting in misaligned capital investment.	<ul style="list-style-type: none"> <li>• Shaping Mackay Coordination Strategy</li> <li>• Master and local area plans</li> <li>• Waste Management Strategic Plan</li> </ul>
Resources and Skills	<p>Inadequate resources to deliver on stakeholder requirements.</p> <p>Ageing workforce.</p>	<ul style="list-style-type: none"> <li>• Human Resources Plan in conjunction with the People and Culture Team (Key Initiative 3.3.1)</li> <li>• Training gap analysis and rectification planning</li> </ul>
Community	<p>Community uninformed about Waste Services activities leading to concern and mistrust.</p> <p>Incorrect disposal of waste types (Recyclables, Regulated, Hazardous &amp; Clinical)</p>	<ul style="list-style-type: none"> <li>• Develop Customer Charter</li> <li>• Develop Social Marketing Plan</li> <li>• Initiative to provide access to waste disposal information</li> <li>• Stakeholder engagement and education initiatives</li> </ul>

Waste Services has in place general commercial insurance policies to mitigate against key risks. These policies are managed by MRCs Organisational Services directorate.

#### 4.5 Stakeholders

Table 5 details the key stakeholders relevant to Waste Services. The table outlines the responsibilities and requirements of each of the major stakeholders. The principal stakeholder is MRC.

**Table 5: Stakeholders & Interests**

Stakeholder	Interest	Waste Services Deliverables	Stakeholder Deliverables / Inputs
Council (MRC)	Business Owner	<ul style="list-style-type: none"> <li>• Preserve commercial interests</li> <li>• Provide value for money</li> <li>• Contribute to corporate plans</li> <li>• Protect assets</li> </ul>	<ul style="list-style-type: none"> <li>• Overall strategic direction</li> <li>• Governance</li> <li>• Delegated authority</li> <li>• Appropriate pricing</li> <li>• Facilitate financing</li> </ul>
	Customer Advocate	<ul style="list-style-type: none"> <li>• Maintain service standards</li> <li>• Display social responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• Fund community service obligations</li> </ul>
	Regulator	<ul style="list-style-type: none"> <li>• Comply with laws and regulations</li> <li>• Promote energy efficiency</li> <li>• Promote environmental sustainability</li> <li>• Maintain governance standards</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback on expectations</li> <li>• Advice on compliance</li> <li>• Provide support services</li> </ul>
	Service Provider	<ul style="list-style-type: none"> <li>• Establish service requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Provide support services</li> <li>• Maintain Service Level Agreements</li> </ul>
	Capital Works Directorate	<ul style="list-style-type: none"> <li>• Engage to identify problem to be solved or opportunity to be realised. Investigate options, identify preferred option and whole of life costs</li> <li>• Provide detailed Business Cases</li> <li>• Engage to inform operability of assets to be created</li> </ul>	<ul style="list-style-type: none"> <li>• Engage to inform the preliminary designs and constructability of projects</li> <li>• Deliver Capital Projects on time and on budget</li> <li>• Ensure new assets comply with quality and Levels of Service requirements</li> </ul>
Customer	Customer	<ul style="list-style-type: none"> <li>• Maintain service standards</li> <li>• Provide value for money</li> <li>• Engage in consultations</li> </ul>	<ul style="list-style-type: none"> <li>• Timely settlement of dues</li> <li>• Respond to community initiatives</li> </ul>
Suppliers	Supplier	<ul style="list-style-type: none"> <li>• Uphold contractual obligations</li> <li>• Adopt a partnership approach</li> </ul>	<ul style="list-style-type: none"> <li>• Uphold contractual obligations</li> <li>• Adopt a partnership approach</li> <li>• Provide an efficient and reliable service</li> </ul>
Employees	Employee	<ul style="list-style-type: none"> <li>• Ensure safety</li> <li>• Create a conducive work environment</li> <li>• Provide job security</li> <li>• Recognise and reward</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt and maintain professional standards</li> <li>• Facilitate safety</li> <li>• Promote corporate objectives</li> </ul>
Government Agencies	Regulator	<ul style="list-style-type: none"> <li>• Ensure compliance with legislative and reporting requirements</li> <li>• Engage relating to initiatives and issues</li> <li>• Incorporate community requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Interpretation and implementation support</li> <li>• Adopt a balanced approach</li> </ul>

## 5.0 Strategy

### 5.1 Vision

Waste Services Vision Statement is an expression of the businesses commitment to delivering quality waste services into the future. The Vision Statement defines where the business wants to be in 5 or 10 years' time and is:

**REFRESH:**  
Renewed, Engaged, Focused, Relating, Efficient, Sustainable, Holistic

Building **R**enewed **E**ngagement that is **F**ocused on  
**R**elating to create **E**fficient, **S**ustainable services  
through an **H**olistic approach

### 5.2 Business Mission

Waste Service's mission statement has been developed to reflect the businesses current activities, outcomes and customers. The mission statement for Waste Services is:

**We deliver water and waste services for the community of Mackay Region  
in a sustainable, prudent and efficient manner.**

### 5.3 Key Objectives

Waste Services has translated the Principle Drivers, the Vision and Mission into a series of seven key result areas and overarching objectives. The objectives provide the focus areas for Waste Services to build the strategic direction in response to the key drivers influencing the business as per the Business Plan Table 1

## 6.0 Demand Forecasting

### 6.1 Demand on Services into the Future

The demand for Waste Services is influenced by a range of factors including:

- Population and economic growth;
- National and State Government policy;
- Provision of alternative waste management providers;
- Weather and weather patterns;
- Waste generation and diversion culture in the community including the extent of waste minimisation practices;

The impact of growth on the waste infrastructure is detailed in the waste planning reports. Master infrastructure planning is current for the Waste Services for Mackay region. The investment required to maintain services is reflected in the long-term financial forecast.

As part of the planning process, Waste Services ensures that it assesses potential evolving technologies and processes to be considered for future Council's options as an alternative to landfilling. Long term options to be considered include Energy from Waste (EfW), digestion, Biochar, composting, vermiculture, mixed waste processing, organic

waste collection and treatment, pyrolysis and other options. Any option needs to consider the ability to reduce the total cost to the community, for the management of its waste.

### 6.1.1. Waste Management Services Forecasting

To provide guidance on future demand of Council provided Waste Services the following tables provide forecasts of relevant tonnes and transactions for services. It must be noted that this information relates only to Council managed waste services and does not include tonnes of waste managed by the private sector.

**Table 6: Collection Services**

Year	Actual (Tonnes)					Forecast (Tonnes)		
	2015-2016	2016 - 2017	2017-2018	2018 - 2019	2019 – 2020*	2020 - 2021	2021 - 2022	2022-2023
Total Collected Waste to Landfill	34,218	32,895	32,152	31,997	27,428	27,565	27,703	27,841

\* Projected based on actuals to 30 April 2020

**Table 7: Waste Landfilled**

Waste Type	Actual (Tonnes)					Forecast (Tonnes)		
	2015 - 2016	2016 - 2017	2017 - 2018	2018 - 2019	2019- 2020*	2020 - 2021	2021 - 2022	2022- 2023
Municipal Solid Waste	38,660	41,926	41,774	40,849	38,743	38,937	39,131	39,327
Commercial and Industrial	30,208	33,696	27,894	31,570	25,158	25,284	25,410	25,537
Construction and Demolition	17,568	5,940	4,645	6,199	6,401	6,433	6,465	6,497
Other (inc Regulatory Waste)	8,170	2,171	1,553	3,521	1,087	1,092	1,098	1,103
<b>Total Waste to Landfill</b>	<b>94,606</b>	<b>83,733</b>	<b>75,866</b>	<b>82,139</b>	<b>71,389</b>	<b>71,746</b>	<b>72,104</b>	<b>72,464</b>

\* Projected based on actuals to 30 April 2020

**Table 8: Material Recovered**

Resource Recovered Type	Actual (Tonnes)					Forecast (Tonnes)		
	2015 - 2016	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020*	2020- 2021	2021 - 2022	2022-2023
Green Waste	5,544	8,090	9,551	5,012	7,979	8,018	8,059	8,099
Domestic Kerbside Recycling	5,215	13,893	7,523	13,562	6,193	6,224	6,255	6,286
Construction and Demolition	-	-	-	-	-	-	-	-
Resource Recovery Drop Off	2,165	-	2,084	1,988	2,591	2,604	2,617	2,630
<b>Total tonnes diverted</b>	<b>12,924</b>	<b>21,983</b>	<b>19,158</b>	<b>20,562</b>	<b>16,763</b>	<b>16,846</b>	<b>16,931</b>	<b>17,015</b>
<b>% of total waste diverted</b>	<b>12.02%</b>	<b>20.79%</b>	<b>20.16%</b>	<b>20.02%</b>	<b>19.01%</b>	<b>19.01%</b>	<b>19.01%</b>	<b>19.01%</b>

\* Projected based on actuals to 30 April 2020

Irrespective of the fluctuations of tonnes of waste received by Council, diversion from landfill rates continue to achieve over 19%. This reflects Council's strong efforts and focus on diverting waste from landfill.

## 7.0 Business Structure

### 7.1 Nature of Business

Waste Services is one of two Business Units of the Water and Waste Services (WWS) Directorate within the Engineering and Commercial Infrastructure (ECI) Directorate of Mackay Regional Council. The Directorate is one of five Directorates within MRC.

Waste Services is a significant business activity under the *Local Government Act 2009* responsible for:

- Waste and recyclable collection services
- Processing of recyclables
- Transfer Station management and operations
- Landfill and haulage management and operations
- Greenwaste processing
- Resource recovery operations
- Legacy waste management
- Landfill gas management

In delivering waste services the following range of activities are undertaken:

- Contract management
- Strategic procurement
- Project management (including asset delivery coordination)
- Preventative and reactive maintenance
- Compliance monitoring
- Strategic waste management planning including financial modelling
- Customer management

### 7.2 Management Structure

The management structure and associated departments within Water and Waste Services are outlined in Figure 2. The responsibilities of the Water and Waste Services Management Team are identified in Table 9.



Figure 2: Organisation Structure

Table 9: Management Responsibilities

Engineering & Commercial Infrastructure						Capital Works	
ENGINEERING AND COMMERCIAL INFRASTRUCTURE – DIRECTOR						CAPITAL WORKS - DIRECTOR	
<p>Water Services, Waste Services, Transport &amp; Drainage</p> <ul style="list-style-type: none"> <li>Provide Strategic Direction &amp; Leadership to Engineering &amp; Commercial Infrastructure</li> <li>Monitor regulatory change and manage regulatory compliance</li> </ul>						<ul style="list-style-type: none"> <li>Ensure businesses operate under commercialisation principles</li> <li>Provide advice to CEO &amp; Councillors</li> <li>Establish and maintain relationships with industry stakeholders</li> </ul>	<p>Responsible for the delivery of capital works across council</p>
CHIEF OPERATING OFFICER – WATER AND WASTE							
<p>Water &amp; Sewerage Infrastructure Planning, Water Treatment, Water Networks, Waste Services</p> <ul style="list-style-type: none"> <li>Manager the water and sewerage and waste programs to deliver sustainable water &amp; waste services</li> <li>Establish and further industry alliances</li> <li>Identify and manage micro risks</li> </ul>						<ul style="list-style-type: none"> <li>Establish and maintain strategic initiatives</li> <li>Implement continuous improvement within the Business Units</li> <li>Deliver operational changes as required by legislation</li> <li>Manage the implementation of strategic initiatives for the Business Units</li> <li>Development of performance, policy and service standards</li> </ul>	
WATER & SEWERAGE INFRASTRUCTURE PLANNING	WATER TREATMENT	WATER NETWORKS	WASTE SERVICES	WATER & WASTE SERVICES MANAGEMENT ACCOUNTANT	TRANSPORT & DRAINAGE	PROJECT MANAGEMENT OFFICE, MAJOR PROJECTS, AND/OR CONTRACT SERVICES	
<p>Effectively manage the sustainable and coordinated provision of water and sewerage assets to meet regulatory requirements and Customer Service Standards.</p> <p><b>Strategic Asset Management</b></p> <ul style="list-style-type: none"> <li>Coordination of strategic asset management processes</li> <li>Develop and maintain hydraulic models</li> <li>Investigate and implement non-infrastructure solutions to extend asset life and capacity</li> <li>Manage Asset Valuation Process</li> </ul> <p><b>Infrastructure Planning</b></p> <ul style="list-style-type: none"> <li>Develop long term infrastructure forecasts</li> <li>Undertake feasibility investigations to implement asset solutions that minimise the cost of service provision in the long term</li> <li>Deliver capital delivery briefs to effectively transfer projects to the Capital Delivery Department</li> </ul> <p><b>Development Assessment</b></p> <ul style="list-style-type: none"> <li>Coordinate WWS input to the development assessment process</li> <li>Manage WWS specifications and standard drawings</li> </ul>	<p>Deliver effective operation and maintenance of water and wastewater assets to ensure environmental compliance and protect public health.</p> <p><b>Treatment</b></p> <ul style="list-style-type: none"> <li>Delivery of potable water</li> <li>Deliver wastewater treatment</li> <li>Manage effluent recycling</li> <li>Sustainably manage biosolids</li> <li>Investigate and manage incidents</li> <li>Provide maintenance planning / condition assessment</li> <li>Investigate and manage incidents</li> <li>Provide maintenance and condition data to the Water &amp; Sewerage Infrastructure Planning Program</li> </ul> <p><b>Scientific and Analytical Services</b></p> <ul style="list-style-type: none"> <li>Testing, investigation and analysis</li> </ul> <p><b>Governance, Regulation &amp; Environment</b></p> <ul style="list-style-type: none"> <li>Coordination of environmental management services</li> <li>Regulatory monitoring and regulator liaison</li> </ul>	<p>Deliver effective operation and maintenance of water and wastewater assets to ensure environmental compliance and protect public health.</p> <p><b>Networks</b></p> <ul style="list-style-type: none"> <li>Investigate and manage incidents</li> <li>Sustainably manage water and wastewater network</li> <li>Provide maintenance planning / condition assessment</li> <li>Investigate and manage incidents</li> <li>Provide maintenance and condition data to the Water &amp; Sewerage Infrastructure Planning Program</li> </ul> <p><b>Maintenance</b></p> <ul style="list-style-type: none"> <li>Deliver preventative and reactive maintenance</li> <li>Undertake sewer overflow abatement investigations</li> <li>Undertake active water leak detection</li> <li>Undertake water meter replacement as required</li> <li>Manage telemetry and SCADA</li> </ul> <p><b>Inspections</b></p> <ul style="list-style-type: none"> <li>Implement and manage trade waste licensing</li> <li>Undertake plumbing approvals and building over sewer assessment</li> </ul> <p><b>Stakeholder &amp; Client Support</b></p> <ul style="list-style-type: none"> <li>Manage customer account queries</li> <li>Manage key customer accounts</li> <li>Coordinate corporate and legislative reporting</li> </ul>	<p>Waste Services is responsible for forecasting and adequately planning short and long-term waste infrastructure solutions, designing and constructing against these plans, and managing operational and maintenance contracts for waste sites.</p> <p><b>Strategic Asset Management</b></p> <ul style="list-style-type: none"> <li>Infrastructure &amp; Asset Renewal (1-10-year capital renewal)</li> <li>Strategic asset maintenance planning</li> </ul> <p><b>Strategic Infrastructure Planning</b></p> <ul style="list-style-type: none"> <li>Modelling</li> <li>Infrastructure Charging</li> <li>10-year Capital Planning</li> </ul> <p><b>Detailed Infrastructure Planning</b></p> <ul style="list-style-type: none"> <li>1-year Capital Program Planning</li> <li>Project management (including asset delivery coordination)</li> </ul> <p><b>Waste Services</b></p> <ul style="list-style-type: none"> <li>Contract management</li> <li>Strategic procurement</li> <li>Project management (including asset delivery coordination)</li> <li>Site management</li> <li>Preventative and reactive maintenance</li> <li>Compliance monitoring</li> </ul>	<p><b>Financial Management</b></p> <ul style="list-style-type: none"> <li>Undertake operational and capital budget planning, modelling, reporting and auditing</li> </ul>	<p><b>Civil Operations</b></p> <ul style="list-style-type: none"> <li>Maintain and conduct flood-damage restoration of sealed and unsealed local roads, storm drainage, bridges, off-street carparks, walkways and cycleways, traffic signals and boat ramps</li> <li>Manage Pioneer River Improvement Trust infrastructure</li> <li>Manage quarry operations and gravel production for unsealed road maintenance</li> </ul> <p><b>Transport &amp; Drainage Infrastructure Planning</b></p> <ul style="list-style-type: none"> <li>Manage land acquisition to support infrastructure projects</li> <li>Concept planning and design for infrastructure projects</li> </ul> <p><b>Asset Management</b></p> <ul style="list-style-type: none"> <li>Responsible for the development and implementation of strategic asset management through frameworks including technical and accounting concepts.</li> <li>Delivery of whole of life outcomes.</li> </ul>	<p>Provide value for money delivery of water and wastewater infrastructure projects.</p> <p><b>Project Management</b></p> <ul style="list-style-type: none"> <li>Maintain project management systems</li> <li>Deliver effective selection of project delivery mechanisms</li> </ul> <p><b>Project Delivery</b></p> <ul style="list-style-type: none"> <li>Manage land acquisition to support infrastructure projects</li> <li>Acquire regulator and industry approvals</li> <li>Undertake design</li> <li>Deliver strategic procurement</li> <li>Provide construction / construction management</li> <li>Undertake asset commissioning</li> <li>As constructed drawings and project close out</li> <li>Handover of projects to operations</li> </ul>	
<p><b>Safety</b></p> <p><i>"Nothing is more important than our people's health or safety"</i></p>	<p><b>Team Culture</b></p> <p><i>"High performing cultures are an essential part of success"</i></p>	<p><b>People</b></p> <p><i>"People, and their skills do our business"</i></p>	<p><b>Finance</b></p> <p><i>"Money is hard to get, watch it carefully"</i></p>	<p><b>Quality Systems &amp; Continuous Improvement</b></p> <p><i>"Do the right things once, do them well, find ways to do them better"</i></p>	<p><b>Customer Service</b></p> <p><i>"We do what we say we're going to do"</i></p>	<p><b>Asset Management</b></p> <p><i>"Make the best decisions about our assets for our community's future"</i></p>	<p><b>Regulatory Compliance</b></p> <p><i>"Being a good Corporate Citizen and demonstrating Corporate diligence"</i></p>

## 8.0 Key Business Processes

### 8.1 Collections

The Waste Services Program is responsible for managing collection of waste throughout the region. This operation is currently contracted to JJ Richards and Sons Pty Ltd for an eight-year term from March 2015. This contract involves kerbside collection through 240 litre Mobile Garbage Bins (MGB) from mainly residential premises. Weekly general waste services are conducted, and fortnightly commingled recycle collections. The contract also provides waste and recycling bulk bin services for multiple unit dwellings.

Improved efficiency is being realised by the changeover to single contract provider servicing the entire region. A key outcome in this contract is the opportunity to drive improved performance and service delivery. Waste Services has led the way by developing Council Information Technology systems to interface with the contractor's Information Technology system.

A number of challenges and risks will be managed into the future. These include:

- Ability of the contractor fleet to meet demands of services.
- Contractor performance in service delivery.
- Industry driven changes to operating times – seeking all hour servicing.
- Community driven changes to operating times – seeking later starts.
- Impact of changes to Environmental Protection Act 1994 and the Waste Reduction & Recycling Act 2011. This could impact on how council conducts collection services to residents.
- New State Government initiatives such as the introduction of the Container Refund Scheme, the re-introduction of a waste levy and plastic bag ban, will drive change to the way that Council currently conducts collection services to residents, when the existing arrangements are due for renewal.

### 8.2 Material Recovery Facility

The Material Recovery Facility is a contracted operation that receives material from the kerbside recycling collection operations. An eight-year term contract commenced on 1 March 2015 with Recycling Design & Technologies (RDT) Pty. Ltd. As part of this contract, the previous plant was removed and new plant installed in a design, build and operate contract. Processing is conducted both with automated and manual sorting processes. RDT is pursuing additional use of the facility in which Waste Services receives a revenue share.

Opportunities exist to optimise the use of the facility. These opportunities include:

- Eliminating glass waste to landfill by use of an imploder to produce crushed glass (approximately 2,600 tonnes per annum).
- Increased receiving of material from neighbouring Councils (Isaac and Whitsunday Regional Councils).
- Increased receiving of material from commercial collection operators.
- Diversified product processing including:
  - Agricultural plastics (drip feeders).
  - Poly pipe.
  - Drummuster processing.
  - Alternative plastics (e.g. toys).
- Approve contractor to trial new machinery (optical sorting).

A number of challenges and risks will be managed into the future. These include:

- Market impact on commodities.
- Changes to legislation, including the banning of exports of recyclable material.
- Change in State or National policy including the introduction of a Container Refund System (CRS).

Of the above key challenges, market impact on commodities is an ongoing inherent risk to the service. The implementation of the “National Sword” policy by China in January 2018 which reduced the importation of recyclables into China, has had a dramatic effect on global and domestic demand for recyclables. This has substantially impacted the commodity pricing by reducing the value and the accept criteria.

The Mackay MRF materials have traditionally been sold domestically. However, the sudden change in the global market has meant that other Australian MRF operators have directed their export material domestically thereby lowering commodity revenue and tightening the criteria for acceptance.

In addition to the “National Sword” impact, the Queensland Government introduced the Container Refund Scheme (CRS) that commenced on 1 November 2018. This is already posing a negative risk to the recycling service, as the CRS has reduced the number of valuable containers such as aluminium and PET bottles from the MRF commodities. The State Government has given assurances that they will monitor any change and impact on Councils.

An emerging risk is the recent announcement by COAG on the planned ban on the export of recyclable product. The Federal, State and Territory Governments have agreed in principle, to introduce bans for various products over the next three years. However, while agreement has been reached, the exact timing and the composition of the banned material has not yet been identified nor passed into legislation.

### **8.3 Transfer Stations**

Waste Services provides regional facilities for residents and business to dispose of waste, and recycling beyond the kerbside collections. Currently, Paget Waste Management Centre (PWMC) is the main disposal facility for the region, from which waste is transported to the landfill at Hogan’s Pocket landfill.

There are a further ten smaller waste transfer stations servicing the regional areas. These are for exclusive use of residents, and services at these sites vary according to size of facility. Waste is placed in large hook bins (30 cubic metres or 15 cubic metres) which are then serviced regularly.

Generally, waste from the transfer stations is conveyed to PWMC, with some loads direct hauled to Hogan’s Pocket landfill. The provision of these bins for transfer stations is currently contracted to Suez Recycling & Recovery Pty Ltd for a four-year term, with a one year extension from April 2016. This contract consolidates multiple contracts and agreements into a single regional contract. The efficiencies from this consolidation into a single contract has helped council to achieve a lower cost for the provision of this service.

There are a further two green waste only facilities. Green waste is processed on site and ownership transferred to the contractor.

Residential ratepayer households receive six vouchers per annum; three per biannual rate period. Vouchers are accepted for the disposal of general or green waste and the number required is dependent on the waste type (general vs green) and vehicle used for the transaction. Council introduced this system in 2014/15 for community lifestyle improvement purposes and for cyclone preparedness to encourage residents to maintain and remove waste from their properties.

In terms of management of transfer stations, opportunities exist to optimise the management of transfer stations. These opportunities include:

- Increase capabilities in waste received through use of B-Double haulage from PWMC to Hogan's Pocket once the Bowen Basin Service Link (Walkerston Bypass) has been completed
- Renewal of facilities to improve waste and recycling management
- Service level review of facility use to establish efficient and effective service delivery.

#### **8.4 Landfill Management**

Waste Services is responsible for management of the operational landfill at Hogan's Pocket and 17 closed landfills. Council is responsible for ensuring adherence to general environmental duty.

Hogan's Pocket is the regional landfill and currently receiving approximately 80,000 tonnes of waste per annum. Operation of the facility is conducted through contract. Waste Services ensures compliance with both contractual operations and environmental monitoring.

Opportunities exist to optimise use of the landfill asset. These opportunities include:

- Diversion of construction and demolition waste from landfill through recycling. Approximately 7% of waste currently received is from this stream. However, in times of economic expansion, the stream represents approximately 25% of all waste received.
- Capture of landfill gas for energy use if economically viable.
- Improve commercial interface for direct haul loads to Hogan's Pocket (online booking).
- Investigate the potential of utilising a different haulage configuration and assess the return of investment for any change.
- Improved environmental monitoring capabilities such as remote telemetry, leachate management.
- Continued improved coordination with other infrastructure service providers to ensure optimum environmental protection to the community.

A number of challenges and risks will be managed into the future. These include:

- The lack of maturity of the asset management system limits the data availability to make asset investment decisions. Implementation of improved asset management and maintenance management systems is critical to good asset investment decisions into the future.
- There is a risk that when growth occurs out of sequence with the planning scheme, additional investment in waste infrastructure will be required bringing forward capital investment. A coordinated approach to the development approval process is critical to ensure the best overall outcomes are achieved for the community.
- Change in State or National policy including legislation.

One of the key challenges is a developing change in the State Government policy where a series of announcements have been made in relation to waste. This has been primarily driven in response to the interstate transportation of waste, the Chinese “National Sword” Policy and the current review of the State’s Waste Management Strategy. Consequently, the State Government has reintroduced a levy on all wastes sent to landfill.

The objective of the waste levy is to increase the cost of landfilling to a level that makes the financial investment and treatment of alternative waste processes economic. However, the waste levy will increase costs for Council to manage the community’s wastes.

In addition to the recent waste levy initiative, the State Government is reviewing the state’s waste and resource recovery strategy. As part of the strategy review the State Government is releasing for consultation the following key documents:

- Kerbside Collection Plan;
- Organics Plan;
- Illegal Dumping and Litter Plan;
- Energy from Waste (EfW) policy draft;
- Data plan; and
- The Queensland Waste and Resource Recovery Infrastructure Plan.

All of these, once finalised and implemented, may fundamentally change the way that waste is being managed in Queensland and the way that Council currently operates waste and resource recovery services will similarly change.

In addition to this change, there will be an opportunity for Council to seek alternative funding sources for any future capital investment required to reduce waste to landfill.

## **8.5 Support Service Arrangements**

### **8.5.1. Mackay Regional Council Services**

In accordance with the Mackay Regional Council Corporate Overheads Model, Waste Services obtains services from providers internal to Mackay Regional Council. These services are:

- Shared Services
- Corporate Communications
- Customer Service
- Governance
- Human Resources
- Information Services, (inc. GIS)
- Records Management
- Plant and Procurement
- Financial Services
- Asset Management
- Enterprise Risk
- Property Services
- Economic Development
- Engineering Development Assessment
- Local Laws
- Strategic Planning

## 9.0 Asset Management Framework

### 9.1 Councils Corporate Asset Management Framework:

The Mackay Regional Council Asset Management Policy aims to ensure the effective and efficient management of the community's assets and reinforces the importance of asset management. The policy recognises that infrastructure assets are of critical importance to the Mackay region and are fundamental to Council's overall service delivery. The approaches to asset management as set out in the policy are summarised below:

- Council's assets will be managed using a life cycle approach and in accordance with recognised good practice asset management techniques. The life cycle approach will consider finance requirements, service levels, future maintenance, operating and renewal costs.
- Asset management practices will consider safety, access, quality, impact on the environment, meeting community needs and Council's ability to fund those works.
- A continuous improvement approach will be adopted. Where relevant technology advances and innovative solutions will be applied.
- Use of resources will be maximised to achieve the best outcome for the community. Under-utilised and non-essential infrastructure will not be replaced at the end of their useful lives.
- Documented Asset Management Plans for all major classes of assets shall be used to determine the priorities for expenditure and provide confidence in the decision-making process.

Waste Services responsibilities in delivering on these outcomes are to:

- Develop and implement improvement plans for individual asset groups.
- Deliver levels of service to agreed risk and cost standards.
- Manage infrastructure assets in consideration of long-term sustainability.

The Strategic Asset Management Plan states that MRC's asset management maturity will be assessed to measure the progression towards delivering asset management practices in line with ISO 55000. Waste Services is proceeding on the basis that this is the likely Mackay Regional Council direction.

### 9.2 Waste Services Asset Management Framework

Waste Services is currently in the development phase of an overarching Asset Management Plan (AMP). However, through its contracts, the Waste Management Strategic Plan, Site Based Management Plans, planning and asset specific analysis, as well as other corporate documents such as the Long Term Financial Forecast, the assets are actively managed.

The development of the AMP will provide an opportunity to ensure that the Waste Services will be aligned with Council's Asset Management Framework.

Waste Services utilises the following mechanisms for the management of its assets:

#### 9.2.1. Contracts

Waste Services has a series of service contracts that require the contractor to operate and maintain the relevant assets under contract. The following contracts contain asset management provisions:

- Landfill and Haulage Services
- Transfer Station Management and Operations (Paget Waste Management Centre)

- Materials Recovery Facility (processes kerbside collected recyclables)
- Resource Recovery Facility (drop off and tip shop)

### 9.2.2. Waste Management Strategic Plan

In 2014, Council adopted its Waste Management Strategic Plan 2014 - 2018. This key document outlines the strategic direction for waste management for the region. The plan also summarises the actions to enable Council to achieve strategic outcomes contained within the plan.

It is planned that Council's Waste Management Strategic Plan will be reviewed over the next 12 months. The Queensland Government has introduced a new Waste Management and Resource Recovery Strategic Plan. This plan is the catalyst for the introduction of the Queensland Waste Levy and has set the state's key priorities and targets. Underpinning the strategic plan will be various action plans and policy releases by the State. These are still under development, however, once released and adopted, will greatly influence Council's own direction with the future of waste management.

### 9.2.3. Site Based Management Plans

To ensure that high risk facilities operate and are managed appropriately, Site Based Management Plans (SBMP) have been developed. The two key sites are the Hogan's Pocket landfill and the Paget Waste Management Centre. Both sites have regulatory obligations and SBMPs to ensure that they operate with safety, environment and quality risks considered and addressed.

### 9.2.4. Project or Asset Specific Analysis and Plans

Waste Services undertakes analysis for a variety of projects and assets. These contribute towards the overall asset management for the business. Key examples of these include:

- Hogan's Pocket landfill 20-year forecast
- Hogan's Pocket Landfill Leachate Management Strategy
- Hogan's Pocket Landfill Borrow Pit Management Plan
- Landfill Gas and Power Generation Economic Analysis
- Landfill Airspace Financial Analysis
- Operational and closed landfill environmental risk analysis and profiling
- Closed Landfill Strategic Review
- Post Closure and Care Plans for former landfills
- B-double investigation including analysis of the Paget Waste Management Centre growth constraints

### 9.2.5. Long Term Financial Forecast

As part of Council's cohesive financial management system, Waste Services plans and provides its annual forecasting for capital projects over a 20-year timeframe. The forecasting includes new projects, asset renewal or asset upgrading for growth.

The inclusion of Waste Services within governance of the Water and Waste Advisory Board, has assisted in the analysing of capital projects. Utilising the project management framework (including options analysis and business cases), the forecasting of projects will have less risk in terms of scope and contingency. Also, this process is enabling scrutiny of timing of projects and the consideration of

alternative delivery to ensure that nominated projects and future assets are provided when they are required.

### 9.3 Service Performance

A key factor in the asset decision making process is performance against the Customer Charter. In addition to the commitments made to the customers through the Customer Charter, Waste Services measures the quality of the services against internal targets. A summary of these standards and the service level performance in 2018/2019 is detailed in Table 10. Waste Services continues to review the levels of services provided to ensure delivery in accordance with the corporate objectives, respond to changes in demand and meet changing legislative requirements.

**Table 10: Service Performance**

● Full compliance in all areas   ● General compliance with some exceptions   ● Significant non-conformances

Service Standard	Measure	Indicator	Comments
<b>Waste Collection Service</b>	Once a week	●	
<b>Recyclable Collection Services</b>	Once a fortnight	●	
<b>Bins not collected on scheduled service day</b>	< 0.1%	●	
<b>Provision of new bins for a new standard service request</b>	3 business days	●	
<b>Repair or replacement of bin upon customer request</b>	Next collection day	●	
<b>Perform waste minimisation education sessions at the MRF, in schools and the community each year</b>	50 p/a	●	
<b>Organise a minimum of 10 MRC registered sites for 2019 Great Northern Clean Up</b>	10	●	
<b>Waste Disposal facilities open on published days and operating times</b>	100% compliance	●	One incident of a facility that failed to open at the published service time. The contractor has since rectified the root cause.

### 9.4 Scope of Existing Assets

Waste Services manages a significant portfolio of waste assets, with a replacement value of \$97.3 million, and a carrying value of \$50.1 million as at 30 June 2019.

These assets are broadly categorised as follows in Table 11.

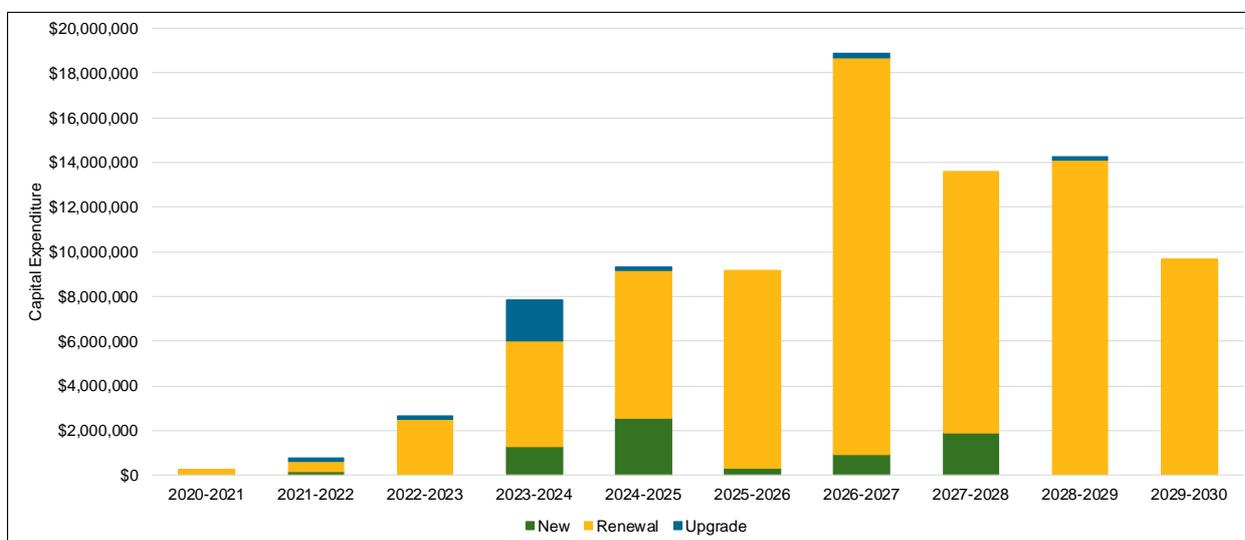
**Table 11: Extent of Existing Assets**

Asset Category		Qty	Unit
Landfill	Active	1	No
	Inactive (legacy)	12	No
Disposal Facilities	Waste Management Centre	1	No
	Transfer Stations	10	No
	Green Waste Only Facility	2	No
Recyclate Receivals	Material Recovery Facility	1	No
	Resource Recovery Facility	1	No

### 9.5 Asset Investment Profile

The asset investment profile to maintain the service standards and deliver against the corporate requirements is detailed in Figure 3. The asset investment profile has been developed in accordance with the criteria for asset decision making.

**Figure 3: Ten Year Capital Investment Program – Waste**



## 10.0 Human Resources

### 10.1 General

At \$1.391 million, staffing costs account for 4.9% of the total costs for the Waste Services business. The projected number of staff for Waste Services for 2020/2021 and its costs together with the comparative figures for 2019/2020 are analysed in Table 12.

**Table 12: Staffing Analysis by Program**

Category	2020/21 Budget		2019/20 Budget
	Count	Cost ('000)	Cost ('000)
Waste Services	12	1,243	1,266
Director's Office	0.70	108	109
Financial Support	0.40	40	60
<b>Total</b>	<b>13.1</b>	<b>1,391</b>	<b>1,435</b>

The costs attributed to Director's Office and Support Services represent the common services of the Directorate consumed by the Waste Services business.

### 10.2 Skill Base

The impact of growth in the Mackay Region on the available skills has been significant. Despite attracting skills from other regions, states, overseas and a recent easing of the resources sector, there remains a shortage of skilled waste management staff. Further to the ability to attract skills there are a number of driving forces that are impacting on the current and future skill set requirements within Waste Services.

These include:

- The maturing business processes within Waste Services;
- The changing Queensland and Australian Waste Management Industry;
- The rate of change of technology and its application in the Waste Industry.

A forward human resources management plan that integrates the business strategies with the skill requirements is important moving forward.

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## 11.0 Financial Management

### 11.1 Pricing & Revenue

The existing charges for Waste Services within Mackay Regional Council for 2019/2020 and the proposed charges for 2020/2021 are detailed in Table 13.

In addition to the primary services, Waste Services also offer a range of other services for both residential and commercial customers on a fee for service basis. These fees are detailed in Mackay Regional Council's adopted Fees and Charges Schedule.

The budgeted revenue resulting from the set charges are detailed in Table 14.

### 11.2 Operating Performance

The budgeted total excess of operating revenue over operating expenditure for the financial year is approximately \$5.83 million, resulting from total budgeted operating revenue of \$34.31 million and operating expenditure of \$28.48 million.

Of the budgeted Operating Surplus for 2020/2021, around 80% will be diverted back to the Mackay Regional Council as dividends and notional tax, while the balance will predominantly be used to fund capital investments.

The summary Operating Financial Budget for 2020/2021 in comparison to the forecast Operating Financial Performance for 2019/2020 (based on May 2020 YTD figures) and the Operating Financial Budget for 2019/2020 for the Waste Services business appear in Table 16.

**Table 13: Pricing**

Rate Category	Unit	16/17 Act	17/18 Act	18/19 Act	19/20 Act	20/21 Prop	% Inc.	21/22	22/23	23/24	24/25
Refuse Service Charge	/waste bin	\$256.80	\$263.20	\$268.50	\$273.90	\$273.90	0.0%	\$275.21	\$282.78	\$290.56	\$298.55
Waste Facility Mgmt Levy	/assessment	\$146.60	\$150.30	\$153.50	\$156.40	\$156.40	0.0%	\$157.34	\$161.66	\$166.11	\$170.68

**Table 14: Budgeted and Projected Revenue (\$,000)**

Revenue Category	20/21 Budget	21/22 Budget	22/23 Budget	23/24 Budget	24/25 Budget
Facility Management Charge	8,177	8,381	8,612	8,849	9,092
Waste Levy	14,111	14,464	14,861	15,270	15,690
Discounts & remissions	- 1,298	- 1,330	- 1,367	- 1,404	- 1,443
Fees & Charges	8,784	8,960	9,141	9,324	9,557
Interest earned	345	673	734	765	707
Other operating revenue	480	488	497	507	520
Operating grants, subsidies	3,712	3778	3846	3923	4022
<b>TOTAL</b>	<b>34,311</b>	<b>35,414</b>	<b>36,324</b>	<b>37,234</b>	<b>38,145</b>

**Table 15: Budgeted and Projected Expenditure (\$,000)**

<b>Expenditure Category</b>	<b>20/21 Budget</b>	<b>21/22 Budget</b>	<b>22/23 Budget</b>	<b>23/24 Budget</b>	<b>24/25 Budget</b>
Employee Costs	1,391	1,439	1,475	1,518	1,563
Material & Services	24,180	24,624	25,075	25,577	26,238
Finance Costs	824	711	598	522	329
Depreciation	2,080	2,087	2,095	2,107	2,143
<b>TOTAL</b>	<b>28,475</b>	<b>28,861</b>	<b>29,243</b>	<b>29,724</b>	<b>30,273</b>

Table 16: Operating Performance

(in \$ M)	20/21 Budget	19/20 Forecast	19/20 Budget	(a) % Change	(b) % Change	21/22 Budget	22/23 Budget	23/24 Budget	24/25 Budget
<b>Operating Statement</b>									
Operating Revenue	34.31	33.76	35.97	2%	-5%	35.42	36.33	37.23	38.14
Operating Expenses	28.48	27.60	28.28	3%	1%	28.86	29.24	29.72	30.27
<b>Operating Surplus</b>	<b>5.83</b>	<b>6.17</b>	<b>7.69</b>	<b>-5%</b>	<b>-24%</b>	<b>6.56</b>	<b>7.08</b>	<b>7.51</b>	<b>7.87</b>
<b>Capital Revenue &amp; Expenses</b>									
Other capital income /expenses	- 0.10	- 0.10	- 0.10	0%	0%	- 0.10	- 0.10	- 0.10	- 0.10
<b>Total Capital Revenue &amp; Expenses</b>	<b>- 0.10</b>	<b>- 0.10</b>	<b>- 0.10</b>	<b>0%</b>	<b>0%</b>	<b>- 0.10</b>	<b>- 0.10</b>	<b>- 0.10</b>	<b>- 0.10</b>
<b>Net Result</b>	<b>5.73</b>	<b>6.07</b>	<b>7.59</b>	<b>-5%</b>	<b>-24%</b>	<b>6.46</b>	<b>6.98</b>	<b>7.41</b>	<b>7.77</b>
<b>Tax Equivalents</b>									
Tax equivalents payable	1.72	2.28	2.28	-24%	-24%	1.94	2.11	2.25	2.35
Dividend	2.89	2.24	2.24	29%	29%	2.94	2.99	3.05	3.13
<b>Net result after Dividend &amp; Tax Equivalents</b>	<b>1.13</b>	<b>1.55</b>	<b>3.08</b>	<b>-27%</b>	<b>-63%</b>	<b>1.58</b>	<b>1.89</b>	<b>2.11</b>	<b>2.29</b>

<sup>(a)</sup> 20/21 Budget over 19/20 Forecast, <sup>(b)</sup> 20/21 Budget over 19/20 Budget

### 11.3 Capital Outlays & Funding

Capital works exceeding \$267,000 is planned for 2020/2021.

**Table 17: Capital Outlay & Funding**

(in \$ M)	20/21 Budget	19/20 Budget	* % Change	21/22 Projected	22/23 Projected	23/24 Projected	24/25 Projected
<b>Capital funding sources</b>							
Working Capital	2.34	1.95	20%	2.89	4.90	10.20	11.88
New loan borrowings	-	-	N/A	-	-	-	-
Constrained grants and developer contributions	-	-	N/A	-	-	-	-
Other capital revenue	-	-	N/A	-	-	-	-
<b>Total capital funding sources</b>	<b>2.34</b>	<b>1.95</b>	<b>20%</b>	<b>2.89</b>	<b>4.90</b>	<b>10.20</b>	<b>11.88</b>
<b>Capital funding applications</b>							
Capital expenditure	0.37	0.09	295%	0.79	2.67	7.83	9.34
Principle loan repayments	1.97	1.85	7%	2.10	2.24	2.38	2.53
<b>Total capital funding applications</b>	<b>2.34</b>	<b>1.95</b>	<b>20%</b>	<b>2.89</b>	<b>4.90</b>	<b>10.20</b>	<b>11.88</b>

\* 20/21 Budget over 19/20 Budget

The long-term capital program envisages a total investment of \$86.49 million for Waste Services over the next 10 years as detailed in Table 18.

**Table 18: 10 Yr. Capital Investment Program**

Year	\$ M	Year	\$ M
2020/21	0.27	2025/26	9.15
2021/22	0.79	2026/27	18.88
2022/23	2.67	2027/28	13.61
2023/24	7.83	2028/29	14.27
2024/25	9.34	2029/30	9.68

\* Note 2021/22 to 2029/30 are in future dollars

### 11.4 Loans

The Loan balances for the end of 2018/2019 through 2020/2021 appear in Table 19 below.

**Table 19: Loan Balances**

(In \$ Mn.)	Loans
Balance as at 30/6/19 (Actual)	15.78
Balance as at 30/6/20 (Forecast)	13.92
Balance as at 30/6/21 (Budget)	11.95

### 11.5 Community Service Obligations

The services provided by Waste Services, for which a Community Service Obligations (CSO) credit is provided by Mackay Regional Council for various waste services to not-for-profit Community Organisations. Council will be charged on actual avoidable costs incurred by Waste Services, where applicable. CSO credit forecast for the 2019/2020 financial year and budgeted for 2020/2021 appears in Table 20.

**Table 20: CSO Credits (\$000's)**

2019/20 Forecast	2020/21 Budget
47.64	35.70

## 12.0 Reporting

### 12.1 Council (Internal) Reporting

Waste Services will routinely report to Council on the performance of the business unit. This will take a variety of forms including:

- Monthly Review
- Operational Plan Report
- Annual Report
- Ad hoc Council Reports and Briefings

The performance criteria reported to MRC together with its frequency is detailed in Table 21.

**Table 21: Internal Reporting**

Key Performance Indicators	Reporting Frequency		
	Monthly	Quarterly	Annually
<b>Financial</b>			
Financial Performance			✓
Return on Regulated Asset Base			✓
Cash Flow from operating activities			✓
Net Cash Flow			✓
Financial Position			✓
Balance Sheet			✓
Income Statement			✓
Management Report on Financial Position	✓		
Return on Regulated Asset Base	✓		
<b>Non-Financial Indicators</b>			
Performance against Operational Plan		✓	
Safety Performance	✓		
Performance against Environmental Licences	✓		
Performance against Customer Service Standards	✓		
Infrastructure Delivery Performance and Progress	✓		
Planning Activity Performance and Progress	✓		

## 12.2 External Reporting Requirements

In addition to the reporting to Mackay Regional Council, Waste Services report to various State and Federal agencies in accordance with legislative requirements. Such key reporting requirements are identified in Table 22

**Table 22: External Reporting**

Report	To	Frequency
Queensland Waste Data System (QWDS)	DES	Monthly
Annual State of Waste and Recycling in Queensland Survey	DES	Annually
Waste Management Development Annual Return	DES	Annually
National Greenhouse and Energy Reporting Scheme (NGERS)	CER	Annually, if required
Annual Performance Plan in accordance with Local Government Regulation 2012	Adopted by Council	Annually
Local Government Comparative Report	DILGP	Annually
Environmental Incident Reporting associated with Waste Management Development Permits	DES	As required

## Appendix A: Customer Charter



# Waste Services Customer Charter



**Mackay Waste Services is committed to delivering excellent customer service, environmental management and efficient operation.**

**We service 3.6 million residential general waste and recycling bins each year.**

**Mackay Waste Services Vision:**

Is to be an innovative waste service provider that is recognised for its commercial performance, provides regional leadership, has the respect of its clients and industry regulators, and prides itself on its sustainability.

In order to achieve this, we are committed to engaging with our customers through open two-way communication to deliver quality waste services that enhance our community.

The Waste Services Customer Charter forms part of our commitment by outlining the acceptable guidelines for the delivery of services within our community. Specifically, it documents the level of service that is provided to customers, and the processes for interacting with customers.

This Charter applies to households' waste services and we aim to comply with the regulatory standards and provide solid waste and resource recovery services to our customers.



### We will:

- Comply with all legislative and statutory requirements including, but not limited to:- the Local Government Act 2009 (Qld), Waste Reduction and Recycling Act 2011 (Qld), Environmental Protection Act 1994 (Qld) and the Ombudsman Act 2001 (Qld)
- Deliver general waste and recycling collection services
- Provide accessible waste disposal facilities (including specialist recycling services and hazardous waste management) in accordance with all environmental licence requirements and the principles outlined in the State Waste Strategy and Mackay Regional Council Waste Management Strategic Plan
- Ensure timely establishment of services
- Maintain infrastructure and assets to ensure efficient delivery of services
- Provide efficient and secure operational facilities to assure community health and minimise environmental impact; and
- Ensure adequate resources including material and equipment, adequately trained personnel, outside expertise and finances are provided, maintained and audited.

## OUR COMMITMENT TO YOU

Customer Rights and Responsibility	
<b>Waste Management Service</b>	<ul style="list-style-type: none"> <li>• Supply waste management services such as waste and resource recovery services to the community</li> <li>• Where possible work with industry to seek beneficial reuse of resources recovered from waste locally</li> <li>• Encourage community involvement and motivation around waste reduction, recycling, appropriate management, and appropriate handling and disposal and provide services to facilitate these</li> <li>• Encourage and facilitate local reuse of waste by specifying and reusing waste construction and demolition materials in council infrastructure projects; and</li> <li>• Identify areas of need in the community around waste management.</li> </ul>
<b>Consultation</b>	<p>Mackay Regional Council will keep customers informed on relevant matters through active two-way communication and engagement.</p> <p>General information and notices may be provided by brochure, media bulletins, or online at council's website <a href="http://www.mackay.qld.gov.au">www.mackay.qld.gov.au</a> or social media channels.</p> <p>For those directly affected by a planned interruption, council will provide a minimum of 48 hours' notice by letter to the premises.</p> <p>Requests for information from council may be directed in writing or by telephone to the relevant department – see the contact section for details.</p>
<b>Complaints</b>	<p>Customers can contact the council to register a complaint by telephone, email, or in writing. See the contact section for details.</p> <p>When a complaint is registered, Mackay Regional Council will record the complaint on the council's customer portal, appoint a staff member to investigate the complaint, and then advise you of the outcome.</p> <p>Mackay Regional Council will respond to 90% of customer complaints within five working days of lodgement.</p>
<b>Dispute resolution</b>	<p>If you have tried to resolve the matter and are still dissatisfied, you can lodge an Administrative Action Complaint using the Complaint Lodgement Form on council's website. (<a href="http://www.mackay.qld.gov.au/aac">www.mackay.qld.gov.au/aac</a>)</p> <p>Customers that are still not satisfied with the outcome have the right to take the issue to the Queensland Ombudsman Office.</p>

## Waste Supply Services

### Waste Services

Mackay Waste Services will ensure the supply of waste management services such as waste and recycling collections. Another objective of ours is to reduce the amount of waste to landfill by recovering resources from the waste stream and increase the recovery and recycling of resources across all waste streams.

We provide eleven transfer stations and two green waste facilities:

These facilities are located at:

- Paget Waste Management Centre
- Bloomsbury Rural Transfer Station
- Eungella Rural Transfer Station
- Kolijo Rural Transfer Station
- Koumala Rural Transfer Station
- Seaforth Rural Transfer Station
- Sarina Rural Transfer Station
- Gargett Rural Transfer Station
- Hay Point Rural Transfer Station
- Otterburn Rural Transfer Station
- Kuttabul Rural Transfer Station
- Bucasia Green Waste Facility
- Walkerston Green Waste Facility

<b>Fees and Charges</b>	
<b>Transfer Station</b>	All fees and charges at council's waste facilities are adopted by council each year.
<b>Billing</b>	Billing will occur at least every six months.  Rubbish and Recycling Service fees are as per council's revenue statement.
<b>Payment</b>	<p>Payment of Waste and Recycling Services fees must be made by the due date. Additional charges may be incurred for late payment.</p> <p>Payment can be made:</p> <ul style="list-style-type: none"> <li>▪ online</li> <li>▪ by telephone</li> <li>▪ via BPAY</li> <li>▪ by mail</li> <li>▪ in person at your local Customer Service Centre, or</li> <li>▪ at the post office.</li> </ul> <p>Overdue accounts incur a monthly compounded interest rate of 11% per annum, calculated from the end of the financial half-year in which they were due.</p> <p>In the instance of proven financial hardship, special financial arrangements may be available.</p>
<b>Disputed charges</b>	If you believe you have been overcharged, please call council straight away to discuss the matter.

## Contact Us

<b>Emergency Assistance</b>	<p>For any immediate danger to people or property, call 000.</p> <p>For assistance outside of council's regular hours, our after hours Customer Service Centre is available 24 hours a day on 1300 622 529.</p> <p>More emergency contacts can be found at <a href="http://www.mackay.qld.gov.au/emergencycontacts">www.mackay.qld.gov.au/emergencycontacts</a></p>
<b>Enquiries, faults, and billing enquiries</b>	<p>Please call our Customer Service Centre on 1300 MACKAY (622 529).</p>
<b>Email</b>	<p><a href="mailto:council@mackay.qld.gov.au">council@mackay.qld.gov.au</a></p>
<b>Online</b>	<p><a href="http://www.mackay.qld.gov.au">www.mackay.qld.gov.au</a></p>



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