



# **INFORMATION BULLETIN**

**Issue No. 33  
JANUARY 2017**



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<b>RESOURCE RECOVERY FACILITY UPDATE REPORT</b>	
<b>File No:</b>	<b>WST/13-06</b>
<b>Attachment/s:</b>	<b>Nil</b>
<b>Date:</b>	<b>23 January 2017</b>
<b>Prepared by:</b>	<b>Director Corporate Services</b>

This report presents a summary of activities that have taken place in the reporting period covering 17 November 2016 to 23 January 2017.

### **ONGOING MATTERS**

In November 2016, there was a failure of the grapple crane which occurred, resulting in one day of lost waste receipt. The shortfall arising was fully recovered in the month.

There was a planned Western Power maintenance shutdown which occurred in December 2016 which meant the RRF was shut down for an unplanned 8 hours.

### **OPERATIONAL INFORMATION**

#### Waste Delivery

##### **Waste Delivery Summary for Reporting Period**

<b>MONTH</b>	<b>SCHEDULED TONNES</b>	<b>DELIVERED TONNES</b>	<b>DIFFERENCE TONNES</b>
November 2016	8,800	9,292	492
December 2016	8,800	8,954	154

For the 8<sup>th</sup> Contract Year, for the period to 31 December 2016, the RRF was 4,473 tonnes ahead of schedule as a result of additional throughput at the plant.

The RRF is operating as anticipated in the Resource Recovery Facility Agreement (RRFA), with average availability of 105% over the past 12 months.

On a monthly basis, Additional Tonnes (those tonnes greater than the monthly scheduled tonnes) only incur the Variable Operating Cost charge, but not the Capital Cost or Fixed Operating Cost charges.

Unavailable Tonnes (those tonnes less than the monthly scheduled tonnes) are not paid for unless:

- Within the Contract Year there is a positive balance of Additional Tonnes, these Additional Tonnes can be off-set against the Unavailable Tonnes. In this case, the off-set Additional Tonnes incur the full gate fee cost less the Variable Operating Cost (which has already been paid on the Additional Tonnes); or
- If the RRF Availability for a month is less than 92% of the monthly Scheduled Tonnes and there are no accumulated Additional Tonnes remaining to be off-set, then the MRC is required to pay the Capital Cost on all Unavailable Tonnes up to 92% of the monthly Scheduled Tonnes.

At the end of the Contract Year, if 100,000 tonnes of waste have been delivered to the RRF then the above "overs and unders" system should balance out.

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The exception to the above is the tonnes not processed during the composter replacement.

The MRC entered into a standstill deed with BioVision which deals with the operations of the plant during this period. The tonnes scheduled for processing but not processed during the shutdown have been recorded as Accrued Tonnes. The MRC has already paid the capital cost component of the RRF Gate Fee in relation to these tonnes and so the Accrued Tonnes will be processed for the MRC at the end of the RRFA contract with the MRC only have to pay the fixed and variable components of the RRF Gate Fee.

#### Waste Diversion

Waste Diversion for the past six months (July 2016 to December 2016) has stabilised at 52.3% with a Waste Diversion Target of 51.3%.

#### Community Complaints

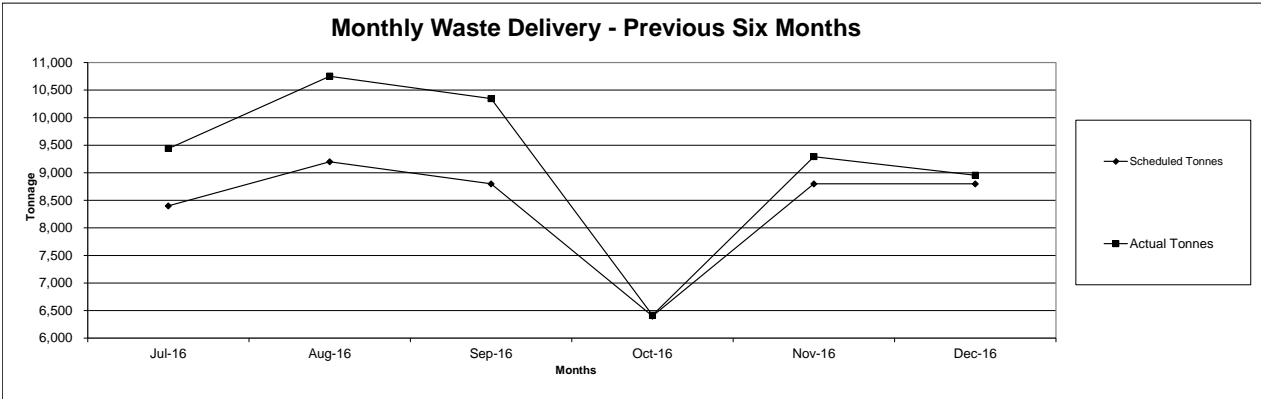
BioVision last met with its community stakeholder group on 30 November 2015 and no serious issues were raised. BioVision is continuing engagement with the selected key stakeholders, in particular the Banksia Grove development and the Wanneroo Golf Course.

#### **COMMUNITY COMPLAINTS SUMMARY FOR THE REPORTING PERIOD**

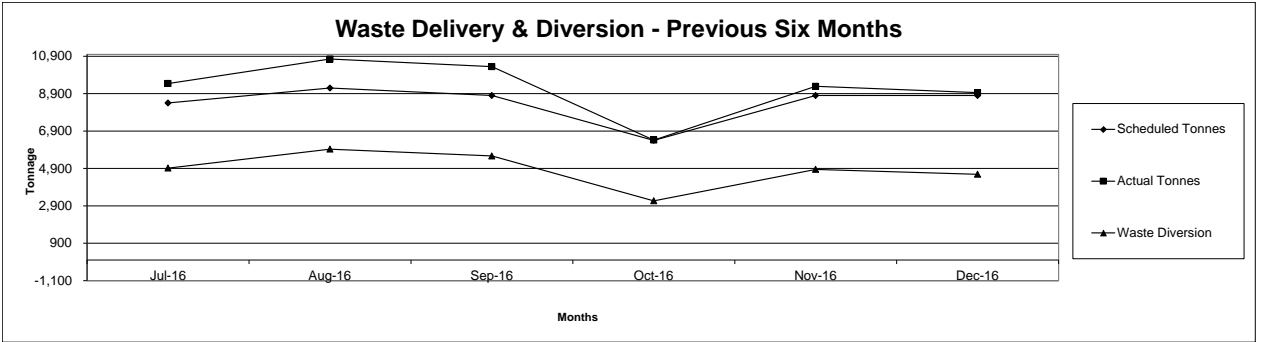
<b>Date</b>	<b>Complaint</b>	<b>From</b>	<b>Outcome</b>
Nil	No complaints have been received	Nil	Nil

The graphs below provide data up to **31 December 2016**.

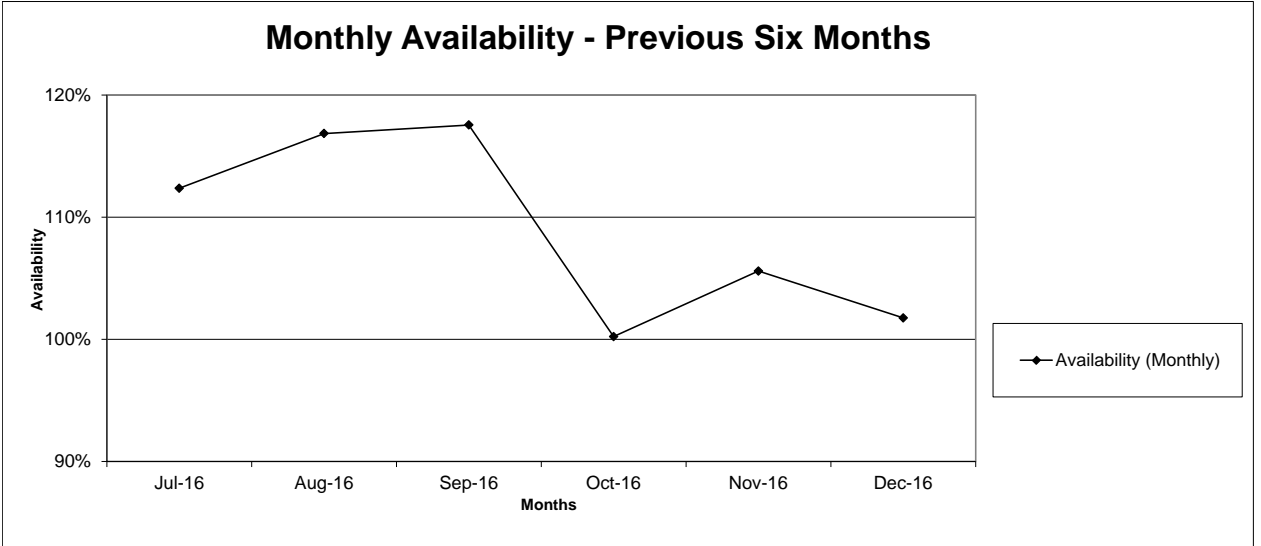
**Graph No. 1 – Monthly Waste Delivery – Previous Six Months**



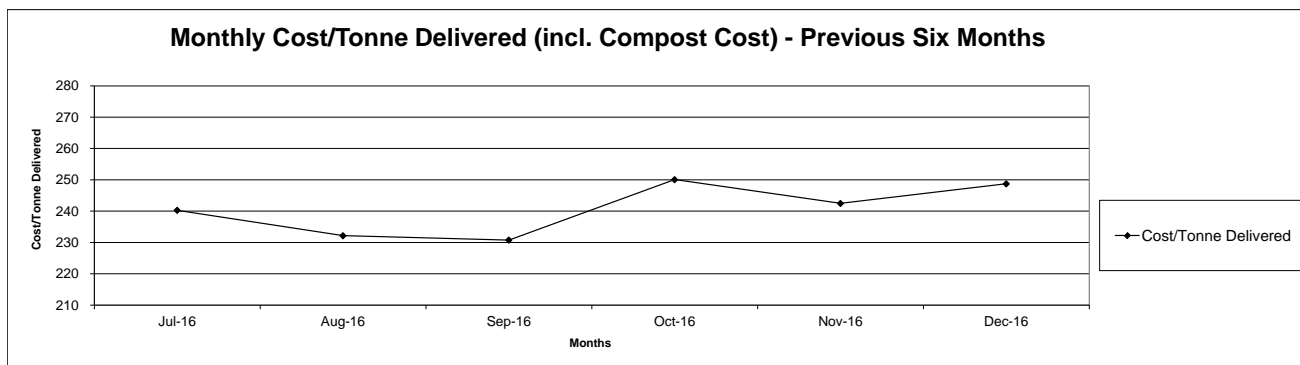
**Graph No. 2 – Waste Delivery & Diversion – Previous Six Months**



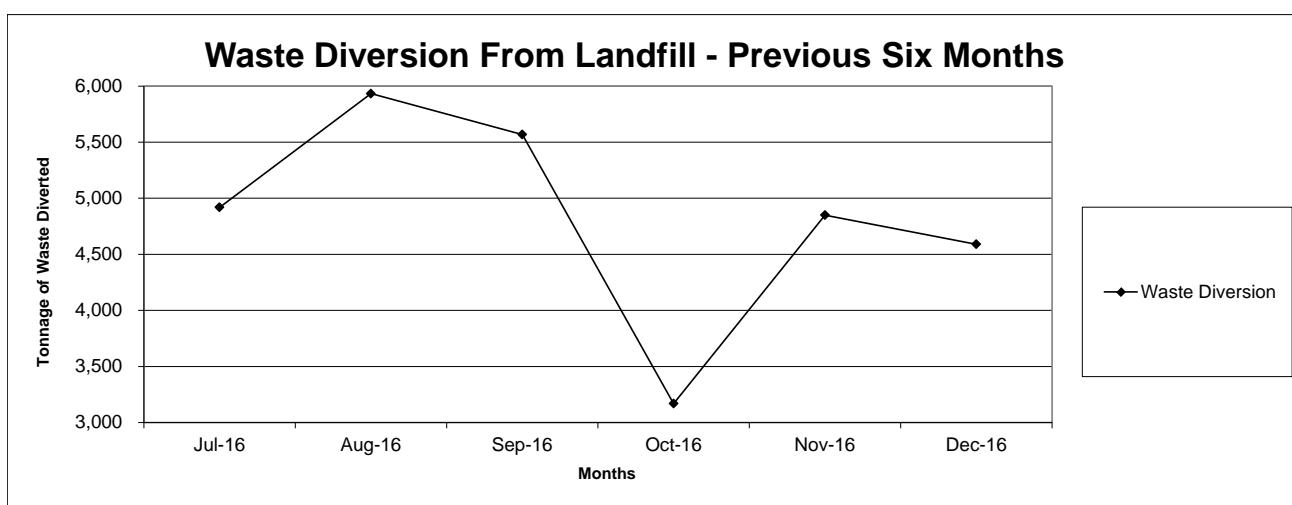
**Graph No. 3 – Monthly Availability – Previous Six Months**



**Graph No. 4 – Monthly Cost/tonne Delivered (incl. Compost Cost) – Previous Six Months**



**Graph No. 5 – Waste Diversion from Landfill – Previous Six Months**



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## Performance Indicators

KPI's as per the RRFA are as follows:

**Table No. 1 – KPI Summary (to 31 December 2016)**

KPI	Target	Previous 6 Months		Nov	Dec
Availability*	95%	109%		106%	102%
Environmental Standard - Number of Breaches	0	0		0	0
Waste Diversion	51.3%	52.3%		52.2%	51.3%
Quality of Compost - Number of Breaches**	0	1 (Aug)		0	0
Quantity of Recyclable Packaging ***	0.80%	n/a		1.1%	1.2%
Health and Safety - Number of LTI's	0	0		0	0
Community Acceptance - Number of Complaints ****	0	0		0	0
Project Culture - PAG Chairperson Score	100	100		100	100

\* The Target Availability during the Initial Operating Period is to achieve an Availability of greater than 95% over a six-month period.

\*\* The compost standard within the RRFA was amended by the revisions to the RRFA approved by Council at its meeting of 6 December 2012 and signed under common seal in May 2013.

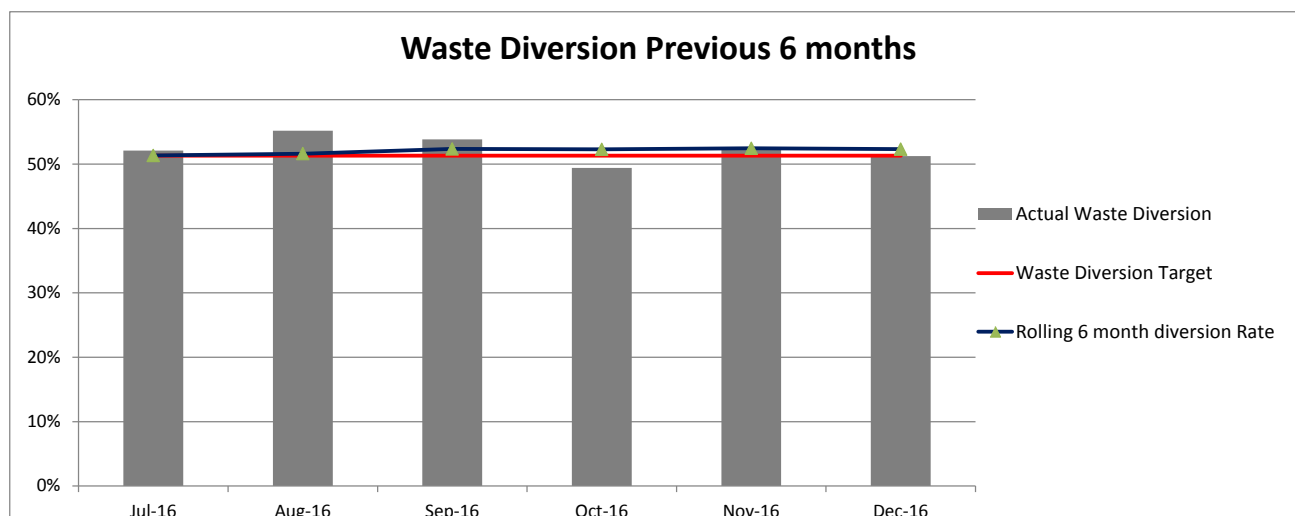
\*\*\* Financial impacts of the KPI were removed by the revisions to the RRFA approved by Council at its meeting of 6 December 2012 and signed under common seal in May 2013. Ferrous diversion has recommenced.

\*\*\*\* Numerous complaints relating to a single event are treated as a single complaint. Biofilter odour is not registered as a complaint as this is seen as a normal operating odour condition.

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## Waste Diversion

The average waste diversion for the past six months (July 2016 to December 2016) has been 52.3%.



## Project Advisory Group (PAG) as at 23 January 2017

### **MRC Representatives:**

Cr Dot Newton JP  
 Brian Callander (CEO)  
 Gunther Hoppe  
 Cr Samantha Jenkinson (Deputy)

### **BioVision Representatives:**

Craig Barker  
 Emmanuel Vivant  
 Nial Stock  
 Alan Turner (Alternate)

### **Chairperson:**

Ian Watkins

The PAG last met on 8 December 2016.

Items dealt with by the group included:

- Contract Variations (including the maintenance cost discussions)
- Composter Structural Issues
- BioVision Monthly Report/Update
- Compost Marketing and Compost Quality
- Residue management
- Insurance

Copies of the meeting minutes are distributed to the Strategic Working Group members and all MRC Councillors following the meetings.



## FINANCIAL IMPLICATIONS

### Operational Expenditure

The Project Operational Summary below sets out the 2016/17 facility operating budget against which operational costs are tracked throughout the year. The variance over budget is as a result of the additional tonnes put through the facility during the year.

### Project Operational Costs Summary for 2016/17 Financial Year – for the period ended 31 December 2016

**Mindarie Regional Council**  
**OPERATING STATEMENT**  
 For the month ended 31 December 2016

Description	Adopted Budget	YTD Budget	YTD Actual	\$ Variance	% Variance
<b>Resource Recovery Facility</b>					
<b>Operating Expenditure</b>					
<b>Employee Costs</b>					
Salaries	-	-	-	-	-
Allowances	-	-	-	-	-
Workers Compensation Premium	-	-	-	-	-
<b>Consultants and Contract Labour</b>					
Consultancy	15,000	4,800	4,757	(43)	(0.90%)
Contract Labour External	-	-	-	-	-
	<b>15,000</b>	<b>4,800</b>	<b>4,757</b>	<b>(43)</b>	<b>(0.90%)</b>
<b>Office Expenses</b>					
Cleaning of Buildings					
General cleaning	9,000	4,500	1,444	(3,056)	(67.90%)
Window cleaning	2,000	1,000	3,294	2,294	229.40%
	<b>11,000</b>	<b>5,500</b>	<b>4,739</b>	<b>(762)</b>	<b>(13.85%)</b>
<b>Information System Expenses</b>					
Computer System Maintenance					
ICT contractors costs	2,000	2,000	1,995	(5)	(0.25%)
Newcastle Weighing Services-Gen Maintenance	12,000	6,000	5,213	(788)	(13.13%)
Vertical Telecom P/L-Maint of Microwave Ant	6,000	3,000	2,529	(471)	(15.70%)
	<b>20,000</b>	<b>11,000</b>	<b>9,736</b>	<b>(1,264)</b>	<b>(11.49%)</b>
<b>Building Maintenance</b>					
Building Maintenance	12,500	1,500	518	(982)	(65.44%)
Building Security					
Security - Monitoring	2,000	1,000	-	(1,000)	(100.00%)
Security - Alarm maintenance	2,000	800	766	(34)	(4.22%)
Security - call out	1,000	200	210	10	4.97%
	<b>17,500</b>	<b>3,500</b>	<b>1,495</b>	<b>(2,005)</b>	<b>(57.30%)</b>
<b>RRF Operation Expenses</b>					
Fencing and Gate Maintenance					
Fencing and Gate Maintenance	7,500	3,600	3,600	-	0.00%
Repair of Boom Gate	2,500	-	-	-	-
Road Maintenance	-	-	-	-	-
Bores and Pipework					
Bore maint/calibration/electronics	5,000	-	-	-	-
Groundwater sampling	2,500	1,000	1,050	50	5.00%
Bacteria sampling	1,000	-	-	-	-
Vermin control	1,000	-	-	-	-
Spills/leaks/incident management	500	-	-	-	-
Vehicle Wash Facility Operations	-	-	-	-	-
Landscaping and Gardens	12,000	2,100	2,696	596	28.40%
Compost Disposal	408,300	168,900	211,183	42,283	25.03%
Contractor's Fees	25,521,000	12,760,500	13,091,105	330,605	2.59%
RRF Maintenance Funding	250,000	-	-	-	-
	<b>26,211,300</b>	<b>12,936,100</b>	<b>13,309,634</b>	<b>373,534</b>	<b>2.89%</b>
<b>Utilities</b>					
Electricity	10,000	5,000	-	(5,000)	(100.00%)
Rates	25,829	12,915	53,582	40,668	314.90%
	<b>35,829</b>	<b>17,915</b>	<b>53,582</b>	<b>35,668</b>	<b>199.10%</b>
<b>Insurance</b>					
Municipal Property Insurance	3,000	1,500	2,148	648	43.23%
Public Liability Insurance	5,600	2,800	2,587	(213)	(7.59%)
	<b>8,600</b>	<b>4,300</b>	<b>4,736</b>	<b>436</b>	<b>10.14%</b>
<b>Cost of Borrowings</b>					
Interest on Loans					
Loan 10A	69,779	34,890	33,365	(1,525)	(4.37%)
Loan 10B	-	-	644	644	-
Loan 10C	-	-	2,795	2,795	-
Loan 11	12,693	6,347	9,613	3,266	51.46%
Loan Expenses	-	-	1,065	1,065	-
	<b>82,472</b>	<b>41,236</b>	<b>47,481</b>	<b>6,245</b>	<b>15.14%</b>
<b>Amortisations</b>					
Amortisation Pre-operating Costs	104,700	52,350	52,350	-	0.00%
Amortisation Costs	386,648	193,324	193,324	-	0.00%
	<b>491,348</b>	<b>245,674</b>	<b>245,674</b>	<b>-</b>	<b>0.00%</b>
<b>Depreciation</b>					
Depreciation on Building	23,600	11,800	11,801	1	0.01%
Depreciation on Infrastructure	26,700	13,350	13,348	(2)	(0.01%)
	<b>50,300</b>	<b>25,150</b>	<b>25,149</b>	<b>(1)</b>	<b>(0.00%)</b>
<b>Total Operating Expenditure</b>	<b>26,943,349</b>	<b>13,295,175</b>	<b>13,706,984</b>	<b>411,811</b>	<b>3.10%</b>
<b>Net Total</b>	<b>(26,943,349)</b>	<b>(13,295,175)</b>	<b>(13,706,984)</b>	<b>(411,811)</b>	<b>3.10%</b>

<b>COMMUNICATIONS AND EDUCATION REPORT</b>	
<b>File No:</b>	<b>WST/178-02</b>
<b>Attachment(s):</b>	<b>Nil</b>
<b>Date:</b>	<b>24 January 2017</b>
<b>Responsible Officer:</b>	<b>Education Manager</b>

### **Communication and Education Report – November/December 2016**

The Mindarie Regional Council's (MRC) Education Team's main focus is on Winning Back Waste through community engagement within the region. The main objectives are to:

- improve community awareness and understanding of waste issues,
- encourage a reduce, reuse, recycle and dispose wisely ethos and behaviours associated with this,
- encourage engagement on many levels to have waste dealt with as high on the waste hierarchy as is practicable and to divert waste from landfill.

This is largely done through the provision of:

- advocacy for change at various levels,
- the Earth Carer community outreach program,
- facility tours,
- visits to schools and community groups to deliver workshops and talks,
- displays within the community (including shopping centres, libraries, fairs and events), and
- special projects/programs to facilitate greater community participation in recycling and waste disposal initiatives.

The Team works closely with:

- the Member Councils through the region's Waste Education Strategic Steering Group (WESSG) to support the councils by assisting them in delivering their waste messages and in providing programs to enable improved recycling and waste disposal outcomes to the community.
- the State Waste Educator Groups (WMAA-WA WEWG and WENG) which include representatives from the other Regional Councils, Local Governments, WALGA, Waste Wise Schools, KABWA, Waste Authority and a variety of other members (government/community/business) interested in waste issues.



The MRC recognises that waste has a value as a resource and is committed to managing waste in line with the waste hierarchy and diverting waste from landfill.

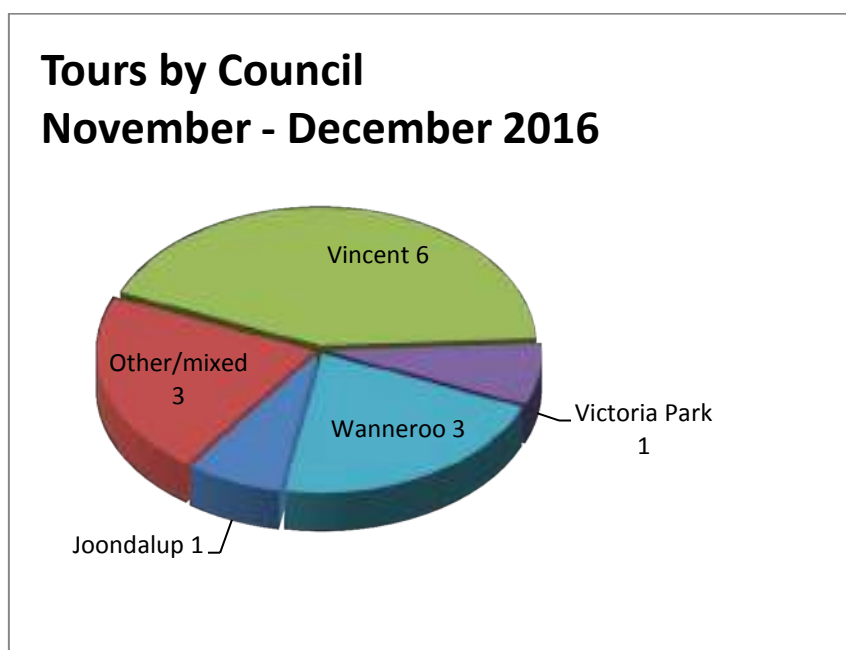
This report will look to summarise the education activity for the months of November and December 2016.

## Community Engagement

### Tours

The tours of the MRC facilities (Tamala Park and Resource Recovery Facility) are run on request Monday to Saturday and are popular with people of all age groups and from all walks of life. The duration of each tour ranges from one to three hours depending on the requirement of the group attending.

During the November/December period **14 tours** took place with **282 people**.



TOURS BY GROUP	
	Number
Business	2
Community	2
Schools	9
Out of School	1
Tertiary	0
<b>TOTAL</b>	<b>14</b>

All of the tours took in Tamala Park with three of them also visiting the RRF.

The feedback given about these tours continues to report a high level of participant satisfaction with them being described as very informative. The tours don't just point out operational aspects of the sites but discuss the 'story of waste', engaging people in how the Waste Hierarchy works and discuss behaviours that create the best outcomes. People are continually amazed at how a 'trip to the tip' can be such an eye opener and be very enjoyable.

Schools that visited the facilities during this period included: Waddington PS (CoW), Mt Hawthorn PS (CoV), Highgate PS (CoV), Belridge ELC (CoJ) and Merriwa Goodstart ELC (CoW)

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### Roaming Recycler Waste Education Display

The lead up to Christmas sees a number of festivals and fairs being held throughout the region.



ROAMING RECYCLER EVENTS	
	No Days Out
Cambridge	2
Joondalup	4
Perth	0
Stirling	0
Victoria Park	1
Vincent	1
Wanneroo	1
Other	0
<b>TOTAL</b>	<b>9</b>

Eight events were attended during this period. The events included were: Whitford City Christmas Festival (CoJ), Wanneroo Show (CoW), Vic Park Festival (ToVP), Christmas Lights (ToC), Light up Leederville (CoV). The MRC also attended with displays at the Marmion PS (CoJ) and West Leederville PS (ToC) fetes.



The focus at the Wanneroo Show was to promote the Cash for Containers scheme that is being proposed for 2018. Showgoers were encouraged to bring their drink containers to the MRC stand (joined also by Keep Australia Beautiful) to get a 10 cent refund on each container, this to mimic the proposed scheme.





### Visits, Talks and Workshops

Talks and visits to schools and community groups remains a focus of the MRC education team. The topics of these talks and visits vary according to the group but the sessions mainly focus on three main areas:

- Organics – composting and worm farming
- The bin system – what goes in what bin
- Waste Hierarchy – reduce, reuse, recycle and dispose wisely.

The duration of the sessions range from an hour through to a full day and, in the case of schools, may be for single classes or for the whole school.

VISITS/TALKS	
	Number
Cambridge	0
Joondalup	3
Perth	0
Stirling	1
Victoria Park	0
Vincent	0
Wanneroo	2
Other	0
<b>TOTAL</b>	<b>6</b>

During the November/December period 6 visits/talks were conducted, all to schools and day care centres.

TYPES OF TALKS	
	Number
Waste & recycling	1
Composting, worms & gardens	5
Nude Your Food	0
Battery assembly	0
Other	0
<b>TOTAL</b>	<b>6</b>

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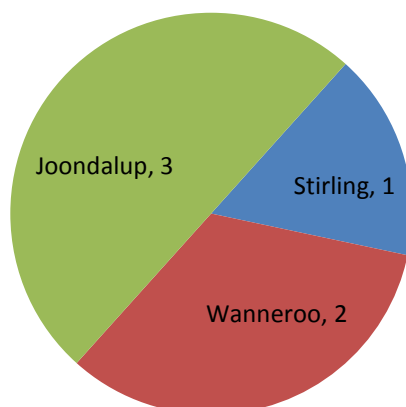
## Schools

With the 2016 school year beginning all schools in the region were sent a flyer to inform them of the services the MRC offers to them. In consultation with MRC's education team schools can then use the services MRC provides to enhance their curriculum. Tours, talks, workshops and activities can be tailored to meet the individual requirements of the school. The MRC Education Team have continued to develop a closer working relationship with Waste Wise Schools with the purpose of delivering a broader and more consistent waste education program into schools throughout the region.

Visits to Child Care centres have increased in the last year with the Centres looking to enhance the environmental and sustainability education programs they do with the children.

These visits aim to not only foster an interest in waste for the youngsters but also to connect with educators and to a different parent group.

### Visits To Schools and Day Care Centres by Council (November - December 2016)



Schools visited included: Ocean Reef PS (CoJ), Banksia Grove PS (CoW), St Dominics School (CoS), Carrama PS (CoW) and St Anthony's (CoW)

## Earth Carers

MRC Earth Carers continue to meet and engage with the community. A number of Earth Carers link in with Community Garden groups, Transition Towns and other groups of like minded people. These provide very fertile grounds for information exchange and promoting waste wise messages.

The Earth Carers are seen as long term valued people interested in waste and spreading a 'Waste Less' message. Since 2008 over 400 people have completed the MRC Earth Carer training courses and of them 345 are still active, a good retention rate.

Earth Carer training courses are held every 6 months with the next course starting in March 2017. The 5 session, 3 week course that includes tours of the landfill and composting facility, visits to City Farm, a community garden and REmida reuse centre.

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Attendees see how their waste is dealt with by the council services and then how they could reduce their own quantities by processing more at home and correct disposal of tricky materials. A big part of the course is how we communicate the message to others, and how we can reduce our waste production initially. We maintain contact after the course, with Earth Carers assisting at events on an MRC stall, in schools, and through on going workshops we offer. Earth Carers are very important ambassadors for a responsible waste message as they have credibility with friends and neighbours we could not hope to maintain.

Three Earth Carers events were held during this time:

Sustainable Xmas gifts – 45 attendees

Recycling Week movie Night – The True Cost – 29 attendees

Wind up – last minute sustainable gifts and talks from ECs – 45 attendees







Making 'Succulents in a Cup' a cheap, attractive and useful gift.



### **Reduce, Reuse, Recycle and Dispose Wisely**

There are many items that the MRC and the Member Councils no longer want residents to put in any of the verge collection bins (green, yellow or red). A number of programs have been set up in the Region to help dispose of these items effectively.

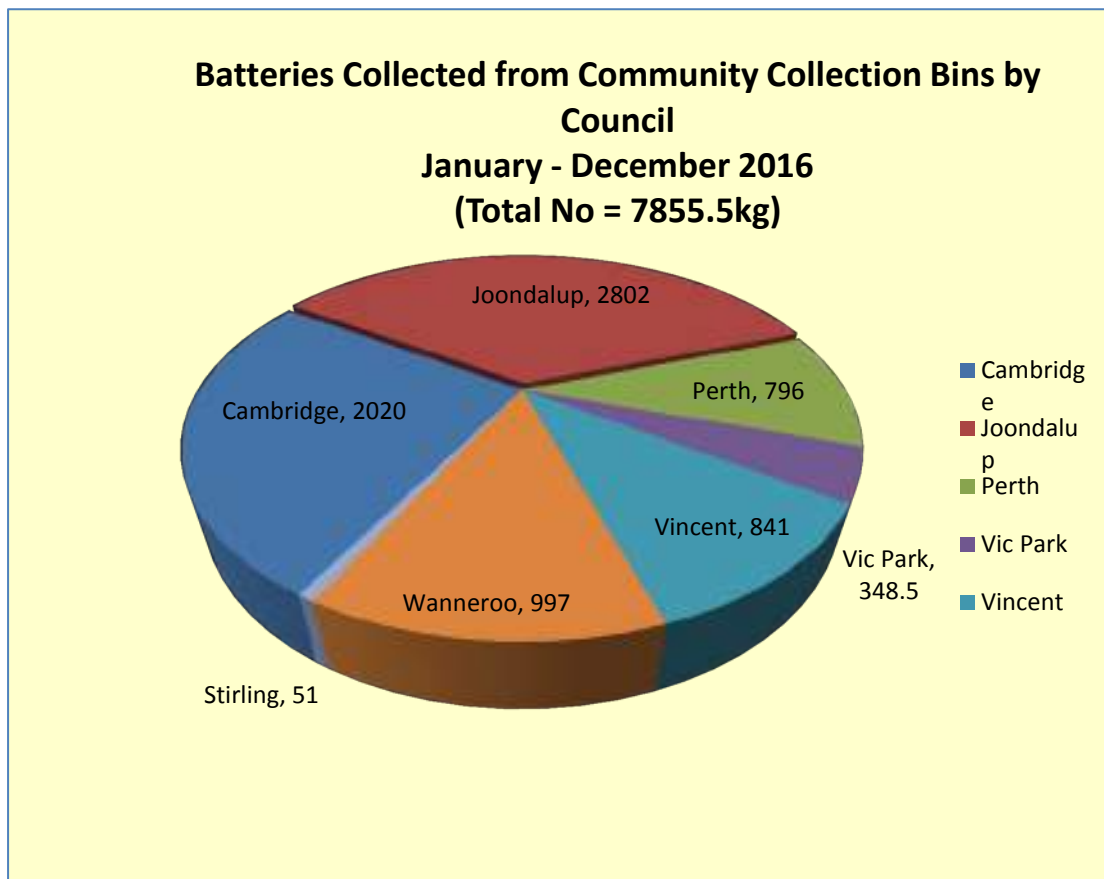
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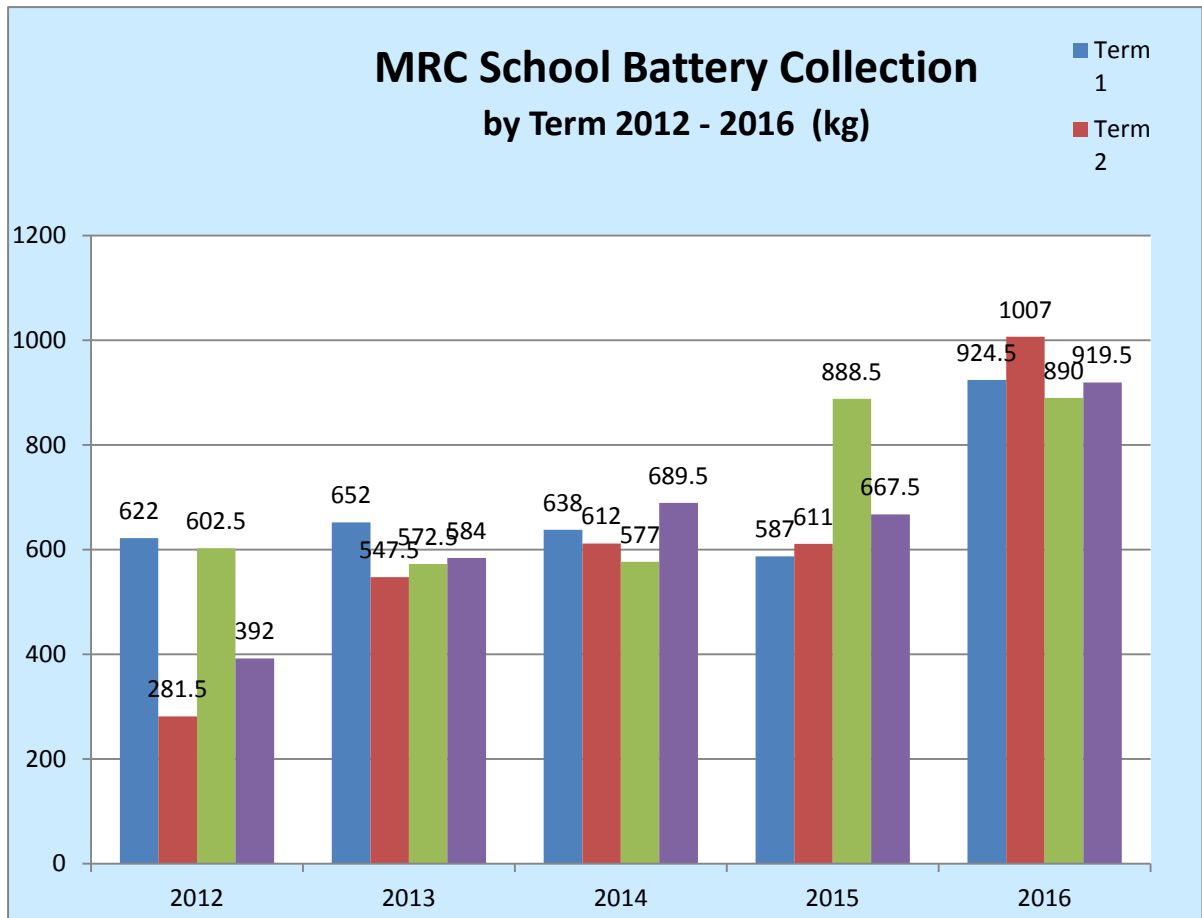
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### Battery Program

Batteries from school and community bins continued to be collected in large numbers. Importantly most of these batteries previously would have gone into the household green top wheelie-bin then to the RRF and the chemicals contained within ultimately into the compost. However large quantities of batteries are bought and disposed of and although the MRC is collecting and recycling tonnes of batteries it is only the tip of the iceberg.

The following are collection figures for MRC battery collection bins and recycling stations. These figures do not include those of the City of Stirling who operate their own battery collection program.



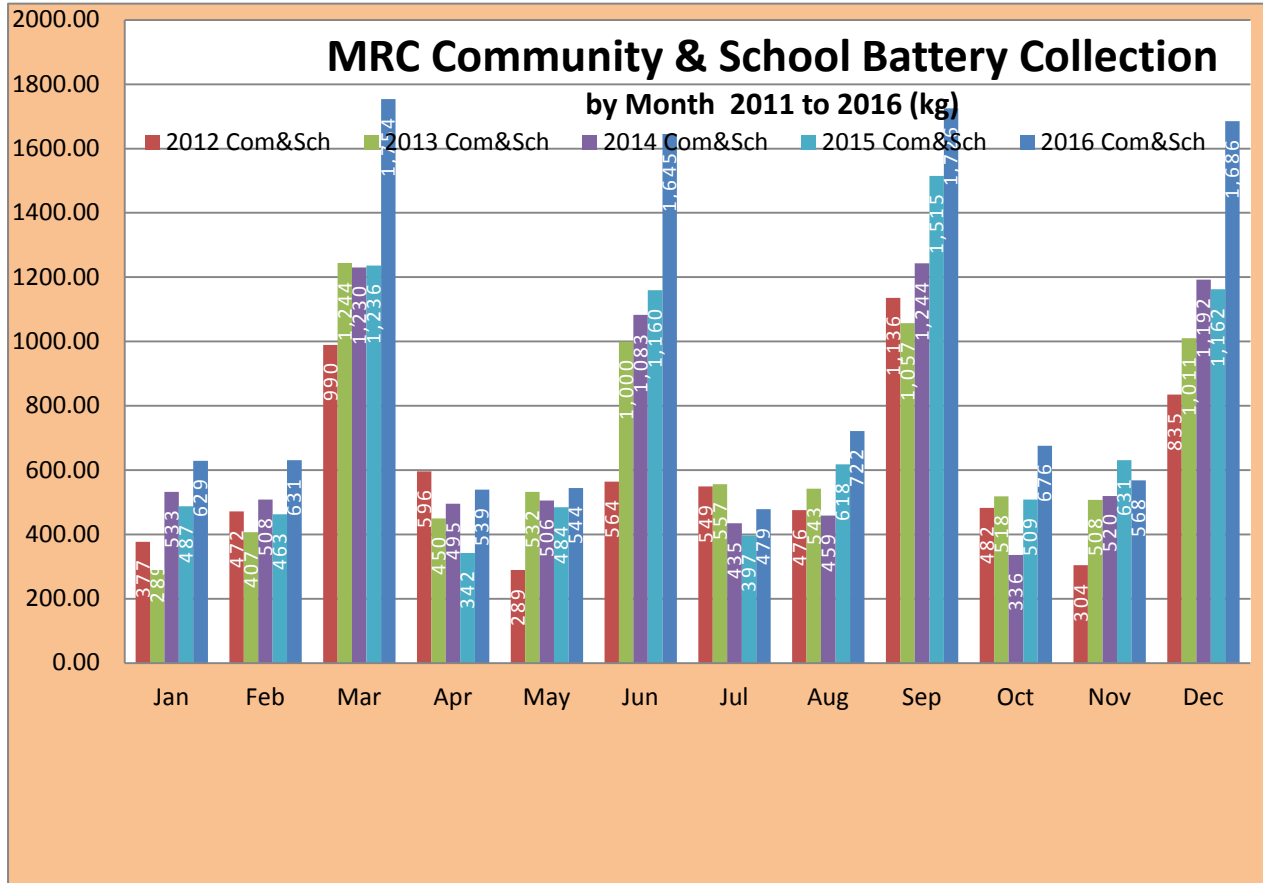


The schools battery program continues to grow. The schools find it is a good way to engage students in a meaningful recycling program. From an MRC point of view it offers collection sites throughout the community and unlike the public battery collection bins the school ones are generally free of contamination.

SCHOOLS					
Sum of Batteries	nn Lab				
Row Labels	Term 1	Term 2	Term 3	Term 4	Grand Total
2012	622	281.5	602.5	392	1898
2013	652	547.5	572.5	584	2356
2014	638	612	577	689.5	2516.5
2015	587	611	888.5	667.5	2754
2016	924.5	1007	890	919.5	3741
<b>Grand Total</b>	<b>3423.5</b>	<b>3059</b>	<b>3530.5</b>	<b>3252.5</b>	<b>13265.5</b>

The MRC has 83 schools in the program – 66 in the North Area, 17 in the South Area. City of Stirling operate their own schools battery program and their figures are not included here.

In 2016 the top MRC battery collecting schools were:



COMMUNITY													
Sum of Batteries	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Grand Total
2012	376.5	471.5	367.5	595.5	289	282	549.1	475.5	533.5	482	304	442.5	5168.7
2013	289	407	592	449.5	532	452	556.5	542.5	484.5	518	507.5	426.5	5757
2014	532.5	508	592	495	505.5	471	435	459	666.5	336	519.5	502.5	6022
2015	487	463	649	342	484	549	397	617.5	626.7	508.5	631	494.5	6248.7
2016	628.5	631	829.5	539	544	638	478.5	721.5	835.5	676	568	766	7855.5
<b>Grand Total</b>	<b>2313.5</b>	<b>2480.5</b>	<b>3030</b>	<b>2421</b>	<b>2354.5</b>	<b>2391</b>	<b>2416</b>	<b>2816</b>	<b>3146.7</b>	<b>2521</b>	<b>2530</b>	<b>2632</b>	<b>31051.9</b>

The battery program is particularly important to MRC operations in that batteries have shown themselves to be the cause of many of the landfill fires at Tamala Park and they are still a significant problem at the RRF – providing a source of metals contamination.

## Recycling Stations

In addition to the batteries some of member councils have collection stations for other problematic waste streams.

In 2016 the following were collected:

- 248 kg of Ink cartridges (203 kg ToC)
- 145 kg of mobile phones (125 kg ToC)
- 866 kg of fluoros (360 kg ToC and 238 kg CoJ)

## Glass

The **'No Glass' Campaign**, to create behavioural change by residents to reduce the glass component in the compost, was rolled out into the participating councils, these being Cities of Joondalup, Vincent and Wanneroo and the Town of Victoria Park. These being chosen as they currently deliver the majority of waste received by the RRF.

The project uses a sticker placed on all the green lid bins and a flyer to explain why glass in the green lid bin is an issue. The sticker campaign was supported by advertising in newspapers and online via council websites and social media networks. Removing the glass from the green top bin has many potential benefits.



No Glass displays and banners have been taken to all events held within the participating councils to promote the campaign and engage in discussion with the community. Surveys were also conducted to gauge resident awareness of the campaign and behaviour change as a result. Most of the feedback has been very positive.





The campaign saw an immediate drop in the glass found in the RRF produced compost to well within the Australian Standards in the early part of 2016. However after the initial campaign glass levels began to rise again during the middle of the year. Campaign activity increased later in 2016 with a corresponding drop in glass levels also being observed, indicating the long term nature of behavioural change campaigns and the need for ongoing messaging.

In October ten Transperth buses took to the streets with the No Glass campaign message, this as part of an on-going effort to keep residents engaged with the message. These buses operating out of a variety of depots within the metro area offer broad coverage to the population. These buses will carry this message until early March 2017.



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### **Infinity Awards**

Each year the Waste Authority sponsors awards for those people and organisations who are leading the way in the waste industry. The MRC was awarded an Infinity Award in the Local Government Section for the very successful 'No Glass in the Green Bin' campaign.



The MRC has been working hard to promote the use of the Neerabup Resource Recovery Facility's compost which is derived from the organics contained within the general waste 'green top' bins collected from within the region. This campaign had immediate effect with glass levels dropping to record lows for the first time since the Facility opened in 2009.

Minister for the Environment, the Hon Albert Jacob, visited and toured the site before presenting the Infinity Award to the MRC Chairman, Russ Fishwick (below)



### **WESSG**

The Waste Education Strategic Steering Group (WESSG) meets at the end of each month. These meetings continue to be an important forum for exchanging ideas and keeping everyone updated on happenings associated with waste within the Member Councils. The Group has been invaluable in providing networking opportunity for its participants. People aren't confined to council boundaries so being aware of what is happening elsewhere is important in delivering messages to the community.

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The importance of **Regional messaging** remains on the agenda as does the groups role in dealing with regional waste issues. Many events and activities within the Region occur regularly with a Regional calendar being developed to help streamline communications, messaging and coordination between both the MRC and the Member Councils and the Member Councils themselves. This to share the load and get best value for the Region, including looking at ways to improve waste diversion figures for the Region.

Event planning, Compost in May, Plastic Free July, Garage Sale Trail, e-waste and HHW events, public place recycling initiatives and clothes drop off days have all been discussed at the meetings.

### **Waste Educators**

The MRC education team participates in the State Waste Educators Working Groups (WEWG/WENG) which include representatives from the other Regional Councils, Local Governments, WALGA, Waste Wise Schools, KABWA, Waste Authority and a variety of other members (government/community/business) interested in waste issues.

This group meets monthly to share ideas, programs and resources. It is WMAA-WA most active working groups.

Every year the group has promoted into their communities events like Compost in May, Garage Sale Trail, Plastic Free July and Recycling Week. The group has a site at the Perth Royal Show to promote 'waste less' messages and is involved in projects like e-waste recycling, HHW and battery/fluoro recycling programs.

The group for 2016 looked at developing resources and a campaign to target nappies and their correct disposal, many of which are disposed of incorrectly in the recycling bin. The campaign also focused on reducing the number of disposable nappies which totals millions each year in Australia. The MRC played a significant role in identifying nappies as an issue of concern across the metro area and encouraged all the other regional councils to band together to trial a joint campaign, something which is not done often enough.







# MINUTES

## AUDIT COMMITTEE MEETING

24 January 2016

TIME: 7.30AM

CITY OF STIRLING

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*Winning Back Waste*

*Constituent Members: Cities of Perth, Joondalup, Stirling, Vincent and Wanneroo  
Towns of Cambridge and Victoria Park*



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## 1 DECLARATION OF OPENING / ANNOUNCEMENT OF VISITORS

The Chair declared the meeting open at 7.35am.

## 2 ATTENDANCE / APOLOGIES

### MEMBERS

Cr Russ Fishwick (Chairperson)	City of Joondalup
Cr Stephanie Proud (Deputy Chairperson)	City of Stirling
Cr David Boothman	City of Stirling

### IN ATTENDANCE

Mr Brian Callander	CEO MRC
Mr Gunther Hoppe	Director Corporate Services MRC
Mrs Andrea Slater	Finance Manager MRC

### APOLOGIES

Ms Gayle Rogers	External member
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## 3 TERMS OF REFERENCE

At an Ordinary Council Meeting held on 7 July 2005 the Audit Committee was established by Council under s7.1A of the Local Government Act 1995 and at an Ordinary Council Meeting held on 27 October 2005 Council adopted the Terms of Reference for the operation of the Audit Committee. These terms of reference were subsequently revised by Council at an Ordinary Council Meeting held on 24 April 2014.

At an Ordinary Council Meeting held on 27 October 2005 under s7.1B of the Local Government Act 1995, Council approved the Audit Committee under s.7.12A(2) of the Act for Council to meet with Council's auditor.

The primary objective of the Audit Committee is to accept responsibility for the annual external audit and liaise with the Council's auditor so that Council can be satisfied with the performance of the local government in managing its financial affairs.

The Committee is to facilitate:

- The enhancement of the credibility and objectivity of external financial reporting;
- Effective management of financial and other risks and the protection of Council assets;
- Compliance with laws and regulations as well as use of best practice guidelines relative to auditing;
- The provision of an effective means of communication between the external auditor, the CEO and the Council.

The full Terms of Reference can be found on the MRC's website at:

<http://mrc.wa.gov.au/Documents/Agenda---2014/20140424---Members-Information-Bulletin-No-16.aspx>

## 4 DECLARATION OF INTERESTS

Nil

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## 5 CONFIRMATION OF MINUTES OF PREVIOUS MEETING – 16 NOVEMBER 2016

### RESOLVED

Cr Boothman moved, Cr Proud seconded

**That the Minutes of the Audit Committee Meeting held on 16 November 2016 be taken as read, confirmed and the Chairman invited to sign the same as a true record of the proceedings.**

*(Carried: 3/0)*

## 6 REPORTS

### 6.1 REVIEW OF COMPLIANCE AUDIT - 2016

#### BACKGROUND

The Local Government (Audit) Regulations 1996 require a local government to carry out a compliance audit for the period 1 January to 31 December each year. The Compliance Audit Return is to be adopted by Council and certified by the Chairman and Chief Executive Officer. The certified Compliance Audit Return is to be forwarded to the Department of Local Government by 31 March 2017.

At the Committee meeting a question was asked as to why a “no” response was given to the question (No.5) under the Delegation of Power/Duty when the Audit Committee has been delegated authority by the council to meet with the Auditors. It was agreed that a comment explaining why the MRC did not review this delegation was needed. The following comment was added prior to the committee considering the Responsible Officers Recommendation was modified accordingly.

*“The council of the MRC has delegated to its Audit committee to meet with the councils Auditor. This delegation was not reviewed in 2016 but will be included in the annual review of policies and delegations that the CEO presents to council in September each year.”*

The draft Compliance Audit Return for 2016, including the additional comment referred to above, has been completed online at the Department of Local Government and Communities’ website and is at Attachment 1 for Council’s consideration.

#### DETAIL

There was one area of minor non-compliance identified in this year’s compliance return. A comment has been added to the return demonstrating how compliance will be obtained in future years.

#### STATUTORY ENVIRONMENT

Local Government Act 1995 – Part 7

Local Government (Audit) Regulations 1996 – Section 14 and 15

#### POLICY IMPLICATIONS

Not applicable.

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**STRATEGIC IMPLICATIONS**

Not applicable.

**COMMENT**

Nil

**RESPONSIBLE OFFICER RECOMMENDATION**

That the Audit Committee recommends that Council endorse the Compliance Audit return for the 2016 calendar year, as presented.

**RESOLVED**

**Cr Boothman moved, Cr Proud seconded**

**That the Audit Committee recommends that Council endorse the Compliance Audit Return for the 2016 calendar year with a comment added to question No. 5 of Delegation of Power/Duty advising that the delegation from the council to the audit committee to meet with MRC's Auditor was not reviewed and how it will be reviewed in future years.**

*(Carried: 3/0)*

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## 6.2 RISK REGISTER SUMMARY

### SUMMARY

The MRC's initial Risk Register summary was tabled at the Audit Committee meeting held on 24 November 2014.

At the meeting it was agreed that a summarised risk register would be tabled with the Audit Committee every six months for discussion.

A summarised risk register which outlines those risks rated as 'High' or 'Extreme' is included as Attachment 2 to this agenda.

Management have prepared management plans for each of the risks included in the summary.

Management conducted a full risk register review in July 2016 and ongoing reviews of the 'High' or 'Extreme' risks, and the following risks have been changed or removed from/added to the summary risk register since it was last presented to the Audit Committee:

STRAT 05 - Federal/State Government changes to Environmental Law and or carbon pricing  
*Removed - Downgraded to a rating of 8 from 12 due to improved efficiencies in operations and compliance monitoring, as well as effective advocacy on matters affecting the MRC.*

### RESPONSIBLE OFFICER RECOMMENDATION

That the Audit Committee note the Risk Register Summary presented.

### RESOLVED

**Cr Boothman moved, Cr Proud seconded**

**That the Audit Committee note the Risk Register Summary presented.**

*(Carried: 3/0)*

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**7 NEW BUSINESS**

Nil

**8 NEXT MEETING**

The next audit committee meeting is scheduled for July 2017.

**9 CLOSURE**

The Chairperson closed the meeting at 7.45am.

These Minutes were confirmed by the Audit Committee as a true and accurate record of the Audit Committee Meeting held on 24 January 2017

Signed .....Chairperson

Dated this ..... day of .....2017

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**ATTACHMENT 1**

**TO ITEM 6.1**

**AUDIT COMMITTEE MEETING**

**24 JANUARY 2017**

**COMPLIANCE AUDIT RETURN - 2016**



Mindarie Regional Council - Compliance Audit Return Regional Local Government  
2016**Certified Copy of Return**

Please submit a signed copy to the Director General of the Department of Local Government and Communities together with a copy of section of relevant minutes.

<b>Commercial Enterprises by Local Governments</b>						
No	Reference	Question	Response	Comments	Respondent	
1	s3.59(2)(a)(b)(c) F&G Reg 7,9	Has the local government prepared a business plan for each major trading undertaking in 2016.	N/A		Brian Callander	
2	s3.59(2)(a)(b)(c) F&G Reg 7,10	Has the local government prepared a business plan for each major land transaction that was not exempt in 2016.	N/A		Brian Callander	
3	s3.59(2)(a)(b)(c) F&G Reg 7,10	Has the local government prepared a business plan before entering into each land transaction that was preparatory to entry into a major land transaction in 2016.	N/A		Brian Callander	
4	s3.59(4)	Has the local government given Statewide public notice of each proposal to commence a major trading undertaking or enter into a major land transaction for 2016.	N/A		Brian Callander	
5	s3.59(5)	Did the Council, during 2016, resolve to proceed with each major land transaction or trading undertaking by absolute majority.	N/A		Brian Callander	



<b>Delegation of Power / Duty</b>						
No	Reference	Question	Response	Comments	Respondent	
1	s5.16, 5.17, 5.18	Were all delegations to committees resolved by absolute majority.	Yes		Brian Callander	
2	s5.16, 5.17, 5.18	Were all delegations to committees in writing.	Yes		Brian Callander	
3	s5.16, 5.17, 5.18	Were all delegations to committees within the limits specified in section 5.17.	Yes		Brian Callander	
4	s5.16, 5.17, 5.18	Were all delegations to committees recorded in a register of delegations.	Yes		Brian Callander	
5	s5.18	Has Council reviewed delegations to its committees in the 2015/2016 financial year.	No	The council of the MRC has delegated to its Audit committee to meet with the councils Auditor. this delegation was not reviewed in 2016 but will be included in the annual review of policies and delegations that the CEO presents to council in September each year.	Lynda Nyssen	
6	s5.42(1),5.43 Admin Reg 18G	Did the powers and duties of the Council delegated to the CEO exclude those as listed in section 5.43 of the Act.	Yes		Brian Callander	
7	s5.42(1)(2) Admin Reg 18G	Were all delegations to the CEO resolved by an absolute majority.	Yes		Brian Callander	
8	s5.42(1)(2) Admin Reg 18G	Were all delegations to the CEO in writing.	Yes		Brian Callander	
9	s5.44(2)	Were all delegations by the CEO to any employee in writing.	Yes		Brian Callander	
10	s5.45(1)(b)	Were all decisions by the Council to amend or revoke a delegation made by absolute majority.	N/A		Brian Callander	
11	s5.46(1)	Has the CEO kept a register of all delegations made under the Act to him and to other employees.	Yes		Brian Callander	
12	s5.46(2)	Were all delegations made under Division 4 of Part 5 of the Act reviewed by the delegator at least once during the 2015/2016 financial year.	Yes		Brian Callander	
13	s5.46(3) Admin Reg 19	Did all persons exercising a delegated power or duty under the Act keep, on all occasions, a written record as required.	Yes		Brian Callander	

<b>Disclosure of Interest</b>						
No	Reference	Question	Response	Comments	Respondent	



No	Reference	Question	Response	Comments	Respondent
1	s5.67	If a member disclosed an interest, did he/she ensure that they did not remain present to participate in any discussion or decision-making procedure relating to the matter in which the interest was disclosed (not including participation approvals granted under s5.68).	Yes		Brian Callander
2	s5.68(2)	Were all decisions made under section 5.68(1), and the extent of participation allowed, recorded in the minutes of Council and Committee meetings.	Yes		Brian Callander
3	s5.73	Were disclosures under section 5.65 or 5.70 recorded in the minutes of the meeting at which the disclosure was made.	Yes		Brian Callander
4	s5.75(1) Admin Reg 22 Form 2	Was a primary return lodged by all newly elected members within three months of their start day.	Yes		Brian Callander
5	s5.75(1) Admin Reg 22 Form 2	Was a primary return lodged by all newly designated employees within three months of their start day.	Yes		Brian Callander
6	s5.76(1) Admin Reg 23 Form 3	Was an annual return lodged by all continuing elected members by 31 August 2016.	Yes		Brian Callander
7	s5.76(1) Admin Reg 23 Form 3	Was an annual return lodged by all designated employees by 31 August 2016.	Yes		Brian Callander
8	s5.77	On receipt of a primary or annual return, did the CEO, (or the Mayor/ President in the case of the CEO's return) on all occasions, give written acknowledgment of having received the return.	Yes		Brian Callander
9	s5.88(1)(2) Admin Reg 28	Did the CEO keep a register of financial interests which contained the returns lodged under section 5.75 and 5.76	Yes		Brian Callander
10	s5.88(1)(2) Admin Reg 28	Did the CEO keep a register of financial interests which contained a record of disclosures made under sections 5.65, 5.70 and 5.71, in the form prescribed in Administration Regulation 28.	Yes		Brian Callander
11	s5.88 (3)	Has the CEO removed all returns from the register when a person ceased to be a person required to lodge a return under section 5.75 or 5.76.	Yes		Brian Callander
12	s5.88(4)	Have all returns lodged under section 5.75 or 5.76 and removed from the register, been kept for a period of at least five years, after the person who lodged the return ceased to be a council member or designated employee.	Yes		Brian Callander



No	Reference	Question	Response	Comments	Respondent
13	s5.103 Admin Reg 34C & Rules of Conduct Reg 11	Where an elected member or an employee disclosed an interest in a matter discussed at a Council or committee meeting where there was a reasonable belief that the impartiality of the person having the interest would be adversely affected, was it recorded in the minutes.	Yes		Brian Callander
14	s5.70(2)	Where an employee had an interest in any matter in respect of which the employee provided advice or a report directly to the Council or a Committee, did that person disclose the nature of that interest when giving the advice or report.	Yes		Brian Callander
15	s5.70(3)	Where an employee disclosed an interest under s5.70(2), did that person also disclose the extent of that interest when required to do so by the Council or a Committee.	Yes		Brian Callander
16	s5.103(3) Admin Reg 34B	Has the CEO kept a register of all notifiable gifts received by Council members and employees.	Yes		Brian Callander

### Disposal of Property

No	Reference	Question	Response	Comments	Respondent
1	s3.58(3)	Was local public notice given prior to disposal for any property not disposed of by public auction or tender (except where excluded by Section 3.58(5)).	N/A		Brian Callander
2	s3.58(4)	Where the local government disposed of property under section 3.58(3), did it provide details, as prescribed by section 3.58(4), in the required local public notice for each disposal of property.	N/A		Brian Callander

### Finance

No	Reference	Question	Response	Comments	Respondent
1	s7.1A	Has the local government established an audit committee and appointed members by absolute majority in accordance with section 7.1A of the Act.	Yes		Brian Callander
2	s7.1B	Where a local government determined to delegate to its audit committee any powers or duties under Part 7 of the Act, did it do so by absolute majority.	Yes		Brian Callander
3	s7.3	Was the person(s) appointed by the local government to be its auditor, a registered company auditor.	Yes		Brian Callander
4	s7.3, 7.6(3)	Was the person or persons appointed by the local government to be its auditor, appointed by an absolute majority decision of Council.	Yes		Brian Callander



No	Reference	Question	Response	Comments	Respondent
5	Audit Reg 10	Was the Auditor's report for the financial year ended 30 June 2016 received by the local government within 30 days of completion of the audit.	Yes		Brian Callander
6	s7.9(1)	Was the Auditor's report for the financial year ended 30 June 2016 received by the local government by 31 December 2016.	Yes		Brian Callander
7	S7.12A(3)	Where the local government determined that matters raised in the auditor's report prepared under s7.9 (1) of the Act required action to be taken by the local government, was that action undertaken.	N/A		Brian Callander
8	S7.12A (4)	Where the local government determined that matters raised in the auditor's report (prepared under s7.9 (1) of the Act) required action to be taken by the local government, was a report prepared on any actions undertaken.	N/A		Brian Callander
9	S7.12A (4)	Where the local government determined that matters raised in the auditor's report (prepared under s7.9 (1) of the Act) required action to be taken by the local government, was a copy of the report forwarded to the Minister by the end of the financial year or 6 months after the last report prepared under s7.9 was received by the local government whichever was the latest in time.	N/A		Brian Callander
10	Audit Reg 7	Did the agreement between the local government and its auditor include the objectives of the audit.	Yes		Brian Callander
11	Audit Reg 7	Did the agreement between the local government and its auditor include the scope of the audit.	Yes		Brian Callander
12	Audit Reg 7	Did the agreement between the local government and its auditor include a plan for the audit.	Yes		Brian Callander
13	Audit Reg 7	Did the agreement between the local government and its auditor include details of the remuneration and expenses to be paid to the auditor.	Yes		Brian Callander
14	Audit Reg 7	Did the agreement between the local government and its auditor include the method to be used by the local government to communicate with, and supply information to, the auditor.	Yes		Brian Callander



<b>Local Government Employees</b>						
No	Reference	Question	Response	Comments	Respondent	
1	Admin Reg 18C	Did the local government approve the process to be used for the selection and appointment of the CEO before the position of CEO was advertised.	N/A		Sonia Cherico	
2	s5.36(4) s5.37(3), Admin Reg 18A	Were all vacancies for the position of CEO and other designated senior employees advertised and did the advertising comply with s.5.36(4), 5.37(3) and Admin Reg 18A.	N/A		Sonia Cherico	
3	Admin Reg 18F	Was the remuneration and other benefits paid to a CEO on appointment the same remuneration and benefits advertised for the position of CEO under section 5.36(4).	N/A		Sonia Cherico	
4	Admin Regs 18E	Did the local government ensure checks were carried out to confirm that the information in an application for employment was true (applicable to CEO only).	N/A		Sonia Cherico	
5	s5.37(2)	Did the CEO inform council of each proposal to employ or dismiss a designated senior employee.	N/A		Sonia Cherico	

<b>Official Conduct</b>						
No	Reference	Question	Response	Comments	Respondent	
1	s5.120	Where the CEO is not the complaints officer, has the local government designated a senior employee, as defined under s5.37, to be its complaints officer.	N/A		Sonia Cherico	
2	s5.121(1)	Has the complaints officer for the local government maintained a register of complaints which records all complaints that result in action under s5.110(6)(b) or (c).	Yes		Sonia Cherico	
3	s5.121(2)(a)	Does the complaints register maintained by the complaints officer include provision for recording of the name of the council member about whom the complaint is made.	Yes		Sonia Cherico	
4	s5.121(2)(b)	Does the complaints register maintained by the complaints officer include provision for recording the name of the person who makes the complaint.	Yes		Sonia Cherico	
5	s5.121(2)(c)	Does the complaints register maintained by the complaints officer include provision for recording a description of the minor breach that the standards panel finds has occurred.	Yes		Sonia Cherico	
6	s5.121(2)(d)	Does the complaints register maintained by the complaints officer include the provision to record details of the action taken under s5.110(6)(b) or (c).	Yes		Sonia Cherico	



<b>Tenders for Providing Goods and Services</b>					
No	Reference	Question	Response	Comments	Respondent
1	s3.57 F&G Reg 11	Did the local government invite tenders on all occasions (before entering into contracts for the supply of goods or services) where the consideration under the contract was, or was expected to be, worth more than the consideration stated in Regulation 11(1) of the Local Government (Functions & General) Regulations (Subject to Functions and General Regulation 11(2)).	Yes		Brian Callander
2	F&G Reg 12	Did the local government comply with F&G Reg 12 when deciding to enter into multiple contracts rather than inviting tenders for a single contract.	Yes		Brian Callander
3	F&G Reg 14(1) & (3)	Did the local government invite tenders via Statewide public notice.	Yes		Brian Callander
4	F&G Reg 14 & 15	Did the local government's advertising and tender documentation comply with F&G Regs 14, 15 & 16.	Yes		Brian Callander
5	F&G Reg 14(5)	If the local government sought to vary the information supplied to tenderers, was every reasonable step taken to give each person who sought copies of the tender documents or each acceptable tenderer, notice of the variation.	N/A		Brian Callander
6	F&G Reg 16	Did the local government's procedure for receiving and opening tenders comply with the requirements of F&G Reg 16.	Yes		Brian Callander
7	F&G Reg 18(1)	Did the local government reject the tenders that were not submitted at the place, and within the time specified in the invitation to tender.	N/A		Brian Callander
8	F&G Reg 18 (4)	In relation to the tenders that were not rejected, did the local government assess which tender to accept and which tender was most advantageous to the local government to accept, by means of written evaluation criteria.	Yes		Brian Callander
9	F&G Reg 17	Did the information recorded in the local government's tender register comply with the requirements of F&G Reg 17.	Yes		Brian Callander
10	F&G Reg 19	Was each tenderer sent written notice advising particulars of the successful tender or advising that no tender was accepted.	Yes		Brian Callander
11	F&G Reg 21 & 22	Did the local governments's advertising and expression of interest documentation comply with the requirements of F&G Regs 21 and 22.	N/A		Brian Callander
12	F&G Reg 23(1)	Did the local government reject the expressions of interest that were not submitted at the place and within the time specified in the notice.	N/A		Brian Callander



No	Reference	Question	Response	Comments	Respondent
13	F&G Reg 23(4)	After the local government considered expressions of interest, did the CEO list each person considered capable of satisfactorily supplying goods or services.	N/A		Brian Callander
14	F&G Reg 24	Was each person who submitted an expression of interest, given a notice in writing in accordance with Functions & General Regulation 24.	N/A		Brian Callander
15	F&G Reg 24AD(2)	Did the local government invite applicants for a panel of pre-qualified suppliers via Statewide public notice.	N/A		Brian Callander
16	F&G Reg 24AD(4) & 24AE	Did the local government's advertising and panel documentation comply with F&G Regs 24AD(4) & 24AE.	N/A		Brian Callander
17	F&G Reg 24AF	Did the local government's procedure for receiving and opening applications to join a panel of pre-qualified suppliers comply with the requirements of F&G Reg 16 as if the reference in that regulation to a tender were a reference to a panel application.	N/A		Brian Callander
18	F&G Reg 24AD(6)	If the local government sought to vary the information supplied to the panel, was every reasonable step taken to give each person who sought detailed information about the proposed panel or each person who submitted an application, notice of the variation.	N/A		Brian Callander
19	F&G Reg 24AH(1)	Did the local government reject the applications to join a panel of pre-qualified suppliers that were not submitted at the place, and within the time specified in the invitation for applications.	N/A		Brian Callander
20	F&G Reg 24AH(3)	In relation to the applications that were not rejected, did the local government assess which application(s) to accept and which application(s) were most advantageous to the local government to accept, by means of written evaluation criteria.	N/A		Brian Callander
21	F&G Reg 24AG	Did the information recorded in the local government's tender register about panels of pre-qualified suppliers, comply with the requirements of F&G Reg 24AG.	N/A		Brian Callander
22	F&G Reg 24AI	Did the local government send each person who submitted an application, written notice advising if the person's application was accepted and they are to be part of a panel of pre-qualified suppliers, or, that the application was not accepted.	N/A		Brian Callander





No	Reference	Question	Response	Comments	Respondent
23	F&G Reg 24E	Where the local government gave a regional price preference in relation to a tender process, did the local government comply with the requirements of F&G Reg 24E in relation to the preparation of a regional price preference policy (only if a policy had not been previously adopted by Council).	N/A		Brian Callander
24	F&G Reg 24F	Did the local government comply with the requirements of F&G Reg 24F in relation to an adopted regional price preference policy.	N/A		Brian Callander
25	F&G Reg 11A	Does the local government have a current purchasing policy in relation to contracts for other persons to supply goods or services where the consideration under the contract is, or is expected to be, \$150,000 or less.	Yes		Brian Callander

I certify this Compliance Audit return has been adopted by Council at its meeting on \_\_\_\_\_

\_\_\_\_\_  
Signed Mayor / President, Mindarie Regional Council

\_\_\_\_\_  
Signed CEO, Mindarie Regional Council

**ATTACHMENT 2**

**TO ITEM 6.2**

**AUDIT COMMITTEE MEETING**

**24 JANUARY 2017**

**RISK REGISTER SUMMARY**

Risk Ref.	Risk description	Causal factors	Consequence	Existing Controls	Consequence	Likelihood	Risk	Previous rating
OPS-02	Inability to contain leachate from groundwater within landfill boundaries.	Stage 1 unlined Liner failure Environmental factors Water table rise Third party influence on ground water	Water plume Contaminated sites branch status Damaged reputation Urban extraction requirements	Lined landfill Remediation extraction Re diverting leachate BEMP CSM Leachate level testing DER Contaminated Site Branch	3	5	15	
OPS-01	Inability to contain landfill gas within Landfill boundaries	Stage 1 unlined Insufficient capture Natural migration of gas Power station failure Damage to liners Infrastructure failure	Environmental impacts Financial penalties Loss of license Poor public perception	Power station Monitoring License conditions Third party design of landfill BEPIM Liners and membranes Stakeholder relationships CSM Contract arrangements with LP&G Engaged GHD consultancy services	5	3	15	
OPS-06	Inability to contain odours within site boundaries	Type of waste received/accepted Inadequate cover Poor gas capture Extreme weather events Poor leachate management Tying in to existing landfill Urban encroachment	Complaints Non compliance with license Investigations Financial penalties Reputation damage	Gas collection Daily cover Leachate management Alternate cover SOP Odorous load management Biological odour control	2	5	10	
OPS-21	Inability to keep recyclable materials out of landfill	Lack of recycling business Lack of education and awareness Lack of recycling options	Longevity of landfill Costs to landfill Reduces life cycle of landfill Poor public perception Increased global warming potential	<del>Industry networking and consultation</del> Engaging with Recycling Contractors Grants for resource recovery Waste segregation Resell from shop Education program Recover Recycled material from landfill Recover Recycled material from transfer Manage Hazardous Waste	3	5	15	
OPS-22	Major Fire or Explosions	Bush fire due to severe weather Major vehicle fire Criminal activity Methane Gas leak resulting in explosion or damage to gas bottle	Inability to deliver service Legal action Loss of revenue Personal injury Property damage Poor public perception	Business Continuity Plan Emergency Management Plan Emergency Exercises Fire Fighting Equipment Trained personnel - Wardens EMMP SOP's Emergency Equipment Review	5	2	10	
OPS-24	Chemical Spill	Chemical delivered to site in damaged containers Staff and customer inattentive Damage by plant Unidentified loads	Inability to deliver services Legal Action Personal injury Property Damage Temporary Closure of part or all of site Loss of Revenue Health and Safety Disgruntle customers Poor public perception	Business Continuity Plan SOP's Trained personnel - Wardens EMP DER license Emergency Equipment Dangerous goods license requirements and compliance EMMP	5	2	10	

OPS-30	Worksafe Shutdown	Fatality or reportable incident on site	Inability to deliver services Legal Action Temporary Closure of part or all of site Loss of revenue Staff Wellness Disgruntle customer Poor public perception Health & Safety	Qualified OHS Officer on site Safety Inductions / Tool box's Qualified Employees Safety culture Reportable incident procedure EMP EMMP SOP's Include OHS procedures in purchasing procedures	5	2	10
STRAT 10	Fail to provide safe and suitable work environment at MRC in compliance with OSH legislation	Lack of understanding Complacency Lack of awareness of change Lack of staff training Changes to legislation Inherent nature of Regional Council operations Public interaction with staff and recycled goods Nature of recycled goods Loading and unloading of vehicles Plant and equipment operating in area People behaviours Household chemicals Third party vehicle damage Wildlife	Staff harm Public harms Non compliance Emergency/evacuation	SOP's Training OSH Committee/Reps Wardens OSH Procedure and Management system Incident reporting Emergency exercises Safety Management systems Environmental monitoring (dust, odours, air) Inspections Staff selection Inductions Pre employment medicals Waste acceptance criteria Traffic Management Plan Signage Informal alerts of dangerous materials Technical Officer Separation of operations Inspect and review Plant and Equipment	5	2	10
STRAT-04	Failure of commercial partners to fulfil MRC expectations	Overcommitted Company liquidation RRF Breakdowns Poor quality of service	Increased stockpiles/quantities of product MRC not operating within licence conditions Increased costs of alternative arrangements Increased labour costs	Contracts and agreements Contract management Communication Relationship management	2	5	10
OPS-033	Inability to contain landfill gas within leased site boundaries	Stage 1 unlined Insufficient capture Natural migration of gas Power station failure Infrastructure failure Liner failure	Environmental impacts Financial penalties Loss of license Poor public perception	Power station Monitoring DER License conditions Third party design of landfill BEMP Liners and membranes Stakeholder relationships CSM Contract arrangement with LG&P Engaged GHD consultancy services	5	3	15
OPS-034	Inability to contain leachate from groundwater within leased site boundaries	Stage 1 unlined Liner failure Environmental factors Water table rise Third party influence on ground water	Water plume Contaminated sites branch status Damaged reputation Urban extraction requirements	Lined landfill Remediation extraction Rediverting leachate BEMP CSM Leachate level testing DER Contaminated sites branch	4	5	20
STRAT-05	Federal/State Government changes to Environmental Law and or carbon pricing						12 (4/3)

Downgraded to a rating of 8 due to improved efficiencies in operations and compliance monitoring