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APPENDICES

**Ordinary Council Meeting –
23 April 2015**

Financial Statements for the period ended 31 January 2015

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APPENDIX NO. 1

Item
9.1



MANAGEMENT FINANCIAL STATEMENTS

**FOR THE MONTH ENDED
31 JANUARY 2015**

Mindari Regional Council
INCOME STATEMENT BY NATURE AND TYPE
For the month ended 31 January 2015

Description	Adopted Budget	YTD Budget	YTD Actual	\$ Variance	% Variance	Note
Revenue from Ordinary Activities						
Member User Charges						
User Charges - City of Perth	1,844,010	1,099,435	940,788			
User Charges - City of Wanneroo	10,464,350	6,209,240	5,645,148			
User Charges - City of Joondalup	8,532,855	5,101,102	4,730,010			
User Charges - City of Stirling	14,750,147	8,806,840	7,793,875			
User Charges - Town of Cambridge	1,043,108	622,761	551,881			
User Charges - City of Vincent	1,997,658	1,193,112	1,040,014			
User Charges - Town of Victoria Park	2,023,153	1,207,665	937,967			
User Charges - RRF Residues	6,254,524	3,324,773	3,515,520			
	46,909,805	27,564,928	25,155,202	(2,409,726)	(8.74%)	1
Non Member User Charges						
User Charges - Casual Tipping Fees	5,553,022	3,119,073	1,930,237	(1,188,836)	(38.12%)	2
	5,553,022	3,119,073	1,930,237	(1,188,836)	(38.12%)	
Total User Charges	52,462,827	30,684,001	27,085,439	(3,598,562)	(11.73%)	
Other Charges						
Service Charges						
Carbon Price	-	-	-	-		
Sale of Recyclable Materials	680,000	396,665	442,876	46,211	11.65%	
Gas Power Generation Sales	505,000	260,000	254,766	(5,234)	(2.01%)	
Contributions, Reimbursements & Donations	5,000	5,000	29,287	24,287	485.75%	
Interest Earnings	700,900	408,856	399,981	(8,875)	(2.17%)	
Other Revenue	396,000	179,375	250,967	71,592	39.91%	
Total Other Charges	2,286,900	1,249,896	1,377,878	127,982	10.24%	
Total Revenue from Ordinary Activities	54,749,727	31,933,897	28,463,316	(3,470,581)	(10.87%)	
Expenses from Ordinary Activities						
Employee Costs	5,187,509	2,917,006	2,502,994	414,012	14.19%	3
Materials and Contracts						
Consultants and Contract Labour	486,500	283,790	120,654	163,136	57.48%	4
Communications and Public Consultation	392,500	236,035	52,867	183,168	77.60%	5
Landfill Expenses	1,226,930	687,105	349,067	338,038	49.20%	6
Office Expenses	218,650	122,528	112,406	10,122	8.26%	
Information System Expenses	218,050	77,732	126,054	(48,322)	(62.17%)	
Building Maintenance	156,500	47,850	70,825	(22,975)	(48.01%)	
Plant and Equipment Operating & Hire	1,169,400	488,610	501,239	(12,629)	(2.58%)	
RRF Other Operating Expenses	23,048,800	13,185,671	13,291,493	(105,822)	(0.80%)	7
Utilities	182,300	106,335	103,071	3,264	3.07%	
Depreciation	1,155,400	673,970	670,609	3,361	0.50%	
Borrowing Costs	906,300	543,737	360,313	183,424	33.73%	8
Insurances	348,430	146,723	106,951	39,772	27.11%	
DEP Landfill Levy	11,643,900	5,858,355	4,802,244	1,056,111	18.03%	9
Land Lease/Rental	758,500	437,750	396,293	41,457	9.47%	
Other Expenditure						
Members Costs	241,950	100,375	104,703	(4,328)	(4.31%)	
Administration Expenses	217,500	96,650	59,946	36,704	37.98%	
Carbon Price	-	-	-	-		
Amortisation for Cell Development	3,654,900	2,320,596	1,924,084	396,512	17.09%	9
Amortisation for Decommissioning Asset	846,100	493,560	493,560	-	0.00%	
Capping Accretion Expense	258,469	150,773	150,773	-	0.00%	
Post Closure Accretion Expense	212,728	124,093	124,093	-	0.00%	
RRF Amortisation	540,200	315,115	315,115	-	0.00%	
Total Expenses	53,071,516	29,414,359	26,739,354	2,675,005	9.09%	
Profit on Sale of Assets	7,722	-	3,372	3,372		
Loss on Sale of Assets	8,781	5,898	317,009	(311,111)	5274.85%	
	(1,059)	(5,898)	(313,637)	(307,739)	5217.68%	
Changes in Net Assets Resulting from Operations	1,677,152	2,513,640	1,410,326	(1,103,314)	(43.89%)	

NOTES FOR VARIATIONS - INCOME STATEMENT BY NATURE AND TYPE

Note #	Description of Item	Nature of Unfavourable variance where actual is 10% and \$10,000 from YTD Budget
1	User Charges - Members	Member user charges are lower mainly due to lower tonnages delivered than was budgeted.
2	Casual Tipping Fees	Casual tipping fees is lower due lower tonnages received than it was anticipated in the phased forecast tonnes. Commercial clients are shifting their waste to their facilities.

Mindarie Regional Council
INCOME STATEMENT BY DEPARTMENT
For the month ended 31 January 2015

Description	Adopted Budget	YTD Budget	YTD Actual	\$ Variance	% Variance
Revenues from Ordinary Activities					
Operating Revenues					
General Purpose Funding	54,749,727	31,933,897	28,463,317	3,470,580	10.87%
Community Amenities	-	-	-	-	
Resource Recovery Facility	-	-	-	-	
	54,749,727	31,933,897	28,463,317	3,470,580	10.87%
Profit on Disposal of Assets					
Governance	-	-	3,372	(3,372)	
Community Amenities	7,722	-	-	-	
Resource Recovery Facility	-	-	-	-	
	7,722	-	3,372	(3,372)	
Total Revenue	54,757,449	31,933,897	28,466,689	3,467,208	10.86%
Expenses from Ordinary Activities					
Operating Expenditure					
Governance	4,192,051	2,188,856	2,001,640	187,215	8.55%
Community Amenities	24,258,865	13,112,220	10,738,116	2,374,105	18.11%
Resource Recovery Facility	23,714,300	13,569,546	13,639,285	(69,739)	(0.51%)
	52,165,216	28,870,622	26,379,041	2,491,581	8.63%
Loss on Sale of Assets					
Governance	5,898	5,898	9,158	(3,260)	(55.27%)
Community Amenities	2,883	-	307,851	(307,851)	
Resource Recovery Facility	-	-	-	-	
	8,781	5,898	317,009	(311,111)	
Cost of Borrowings					
Community Amenities	530,100	317,853	201,904	115,949	36.48%
Resource Recovery Facility	376,200	225,884	158,409	67,475	29.87%
	906,300	543,737	360,313	183,424	33.73%
Total Expenditure	53,080,297	29,420,257	27,056,363	2,363,894	8.03%
Changes in Net Assets Resulting from Operations	1,677,152	2,513,640	1,410,326	1,103,314	43.89%

Mindarie Regional Council
Balance Sheet
For the month ended 31 January 2015

Description	ACTUAL 2014/2015	Movement	ACTUAL 2013/2014
CURRENT ASSETS			
Cash	7,336,072	4,780,265	2,555,806
Investments	15,815,577	(4,832,166)	20,647,743
MRC Security (Guarantee) Account	597,204	12,078	585,126
Debtors	4,005,016	869,251	3,135,764
Stock	16,708	4,428	12,280
Prepayments	321,809	206,673	115,136
Accrued Income	73,790	(10,489)	84,279
Work In Progress - Infrastructure	27,728	27,728	-
Other Current Assets	345,171	24,844	320,326
TOTAL CURRENT ASSETS	30,100,344	2,643,884	27,456,461
NON-CURRENT ASSETS			
Land	7,000,000	-	7,000,000
Buildings & Improvements	1,368,967	(109,755)	1,478,722
Furniture & Equipment	51,672	(20,335)	72,008
Computing Equipment	52,257	(30,425)	82,682
Plant & Equipment	3,678,013	430,965	3,247,048
Infrastructure - Other	1,633,251	(45,691)	1,678,941
Infrastructure - Excavation	13,129,846	(1,924,084)	15,053,930
Infrastructure - RRF	6,276,596	(254,040)	6,530,636
Decommissioning Asset	4,871,860	(311,795)	5,183,655
Post Closure	3,245,795	(181,765)	3,427,560
Pre-operating RRF	1,508,521	(61,075)	1,569,596
TOTAL NON-CURRENT ASSETS	42,816,779	(2,508,000)	45,324,779
TOTAL ASSETS	72,917,123	135,883	72,781,240
CURRENT LIABILITIES			
Creditors	4,108,930	(695,992)	4,804,922
Provisions for Leave	390,918	(49,418)	440,336
Current Loans	1,127,887	(1,551,889)	2,679,776
Accruals	1,202,038	754,022	448,016
Other Current Liabilities	-	-	-
TOTAL CURRENT LIABILITIES	6,829,773	(1,543,277)	8,373,050
NON CURRENT LIABILITIES			
Provisions for Leave	311,593	38,425	273,167
Non Current Loans	9,169,239	-	9,169,239
Decommission Provision for Capping	14,321,112	274,866	14,046,246
Other Non Current Liabilities	3,977,918	(44,457)	4,022,375
TOTAL NON CURRENT LIABILITIES	27,779,861	268,834	27,511,027
TOTAL LIABILITIES	34,609,634	(1,274,443)	35,884,077
NET ASSETS	38,307,489	1,410,326	36,897,163
EQUITY			
Retained Surplus	13,421,495	479,900	12,941,595
Reserves (Cash Back)	16,066,529	930,426	15,136,103
Reserves (Non Cash Back)	5,613,019	-	5,613,019
Council Contribution	3,206,446	-	3,206,446
TOTAL EQUITY	38,307,489	1,410,326	36,897,163

Mindarie Regional Council
STATEMENT OF RESERVES
For the month ended 31 January 2015

Description	ACTUAL 2013/2014
Opening Balance - 1 July 2013	
Site Rehabilitation	8,237,996
Capital Expenditure	1,500,841
Participants Surplus Reserve	2,000,000
RRF Operational Requirement	-
Carbon Price	3,397,266
	15,136,103
Interest on Investments	
Site Rehabilitation	-
Capital Expenditure	-
Participants Surplus Reserve	-
RRF Operational Requirement	-
Carbon Price	-
Transfer from Operating Surplus	
Site Rehabilitation	274,610
Capital Expenditure	875,000
Participants Surplus Reserve	-
Carbon Price	-
	1,149,610
Total Transfer from Operations	1,149,610
Transfer from Balance Sheet Provisions	
Site Rehabilitation	-
	-
Transfer to Operating Surplus	
Site Rehabilitation	-
Capital Expenditure	162,649
RRF Operational Requirement	-
Carbon Price	56,535
	219,184
Closing Balance	
Site Rehabilitation	8,512,606
Capital Expenditure	2,213,193
Participants Surplus Reserve	2,000,000
RRF Operational Requirement	-
Carbon Price	3,340,731
	16,066,529

Mindarie Regional Council
STATEMENT OF INVESTING ACTIVITIES
For the month ended 31 January 2015

Description	Adopted Budget	YTD Actual	% to Adopted Budget	Note
PLANT, VEHICLES AND MACHINERIES				
Plant and Vehicles				
Replacement of Hino Bin Truck (Plant61)	190,000	-		
Replacement of Bomag Landfill Compactor (Plant65)	1,500,000	1,257,600	83.84%	
Replacement of Navara RXD40 (Plant69)	40,000	-		
Replacement of Kia Grand Carnival (Plant84)	47,000	-		
Replacement of Land Rover Defender (Plant81)	48,000	47,576		
Replacement of Ford MKII G6E (Plant82)	52,000	47,695		
Replacement of Cat247 MTL (Plant74)	105,000	88,000		
Replacement of Nissan Pathfinder (Plant75)	45,000	-		
Replacement of Kubota Lawnmower (Plant77)	5,000	-		
Replace Caterpillar Forklift (Plant59) - budgeted 2013/2014	-	24,500		
	2,032,000	1,465,372	72.11%	
Machinery and Equipment				
2x Hook Lift Bins	40,000	-		
Hook Lift Body	85,000	-		
2way Radio System (Radio Repeater)	60,000	-		
4x Tarpomatic Tarps	60,000	-		
	245,000	-		
TOTAL PLANT, VEHICLES AND MACHINERIES	2,277,000	1,465,372	64.36%	
FURNITURE AND EQUIPMENT				
Furniture and Fittings				
Furniture and Fittings (Miscellaneous Replacements)	5,000	-		
Airconditioning Units to Various Locations	22,000	-		
	27,000	-	0.00%	
Office Equipment				
Replacement of PABX System	15,000	-		
	15,000	-	0.00%	
TOTAL FURNITURE AND EQUIPMENT	42,000	-		
COMPUTING EQUIPMENT				
Computing Equipment				
Replacement of Laptop - Management Accountant	2,500	1,790	71.60%	
Replacement of Laptop - Waste Education Manager	2,500	1,790	71.60%	
Replacement of Laptop - Director Corporate Services	2,500	1,790	71.60%	
Replacement of Desktop - HR/Payroll Officer	1,200	1,165	97.08%	
Replacement of Desktop - Technical Officer	1,200	1,165	97.08%	
Replacement of Desktop - Weatherman	1,200	1,165	97.08%	
Replacement of Desktop - Finance Accounts Receivable	1,200	1,165	97.08%	
Replacement of Desktop - Waste Education Assistant	1,200	1,165	97.08%	
Replacement of Desktop - Receptionist	1,200	1,165	97.08%	
Replacement of Desktop - Landfill Manager	1,200	1,165	97.08%	
Replacement of Desktop - Environmental Supervisor	1,200	1,165	97.08%	
Replacement of Desktop - Waste Education Officer	1,200	1,165	97.08%	
Replacement of Servers (Tamala and Neerabup)	48,000	1,790	3.73%	
	66,300	17,645	26.61%	
TOTAL COMPUTING EQUIPMENT	66,300	17,645	26.61%	
LAND AND BUILDINGS				
Building				
Recycling Centre Renovation and Alignment	60,000	-		
brought forward item:				
Administration Office Renovation	60,000	-		
Recycling Centre Toilet	15,000	-		
Education Centre Toilet	15,000	-		
Sorting Shed	4,000,000	-		
	4,150,000	-		
Land				
Land Purchase (New Landfill Site)	6,000,000	-		
	6,000,000	-		
TOTAL LAND AND BUILDINGS	10,150,000	-		

Mindarie Regional Council
STATEMENT OF INVESTING ACTIVITIES
For the month ended 31 January 2015

Description	Adopted Budget	YTD Actual	% to Adopted Budget	Note
INFRASTRUCTURE				
Operations				
Landfill Gas Well Installations	25,000	11,810	47.24%	
	25,000	11,810	47.24%	
Landfill Infrastructure Phase3				
Cell Development - Lining (inc. c/f)	3,800,000	1,012,107	26.63%	
	3,800,000	1,012,107	26.63%	
TOTAL INFRASTRUCTURE	3,825,000	1,023,917	26.77%	

INFORMATION ON BORROWINGS

(a) Loan Schedule and Interest Expense

Actual	Value of Loan Approved	Matures	Interest Rates	Principal 01/07/2014	Principal Drawn Down to 30/06/2015	Repayments Actual to 31/01/2015	Outstanding Actual to 31/01/2015	Repayments Actual to 31/01/2015	Note
Community Amenities									
Tamala Park Landfill									
Loan 12 - Construction Stage 2 Phase 2	15,000,000	Mar-16	5.98%	3,895,785	-	826,385	3,069,400	115,491	
Loan 13 - Development of Cell for Phase 3	5,630,000	Jun-19	6.71%	1,800,000	-	153,469	1,646,531	72,363	
Loan 14 - Purchase of Land for the New Landfill	6,000,000			-	-	-	-	-	2
Loan 15 - Shed Project	4,000,000			-	-	-	-	-	
Regional Resource Recovery Facility									
Loan 11 - RRF Land Purchase	3,500,000	Aug-17	5.97%	879,281	-	124,075	755,206	28,308	
Loan 10a - RRF Infrastructure	2,000,000	Apr-25	6.16%	1,380,822	-	68,701	1,312,121	48,990	
Loan 10b - RRF Infrastructure (Variable Interest Rate)	2,600,000	Sep-22	Variable	2,115,000	-	120,000	1,995,000	35,314	1
Loan 10c - RRF Infrastructure	4,000,000	Jun-18	3.97%	1,777,780	-	259,259	1,518,521	38,676	
TOTAL	42,730,000			11,848,668	-	1,551,889	10,296,779	339,141	
						Facility Fee		21,172	
						Total Borrowing Costs		360,313	

Note 1: Loan 10b has a variable rate of 3.27% for the quarter of July 2013 to October 2013.

Note 2: Council approval will be obtained when Land is identified.

Financial Statements for the period ended 28 February 2015

Item
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APPENDIX NO. 2

Item
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MANAGEMENT FINANCIAL STATEMENTS

**FOR THE MONTH ENDED
28 FEBRUARY 2015**

Mindari Regional Council
INCOME STATEMENT BY NATURE AND TYPE
For the month ended 28 February 2015

Description	Adopted Budget	YTD Budget	YTD Actual	\$ Variance	% Variance	Note
Revenue from Ordinary Activities						
Member User Charges						
User Charges - City of Perth	1,844,010	1,267,851	1,090,017			
User Charges - City of Wanneroo	10,464,350	7,207,134	6,309,954			
User Charges - City of Joondalup	8,532,855	5,911,050	5,442,785			
User Charges - City of Stirling	14,750,147	10,263,305	9,039,801			
User Charges - Town of Cambridge	1,043,108	720,681	627,097			
User Charges - City of Vincent	1,997,658	1,380,365	1,237,404			
User Charges - Town of Victoria Park	2,023,153	1,396,025	1,072,592			
User Charges - RRF Residues	6,254,524	3,872,390	4,073,779			
	46,909,805	32,018,801	28,893,430	(3,125,371)	(9.76%)	1
Non Member User Charges						
User Charges - Casual Tipping Fees	5,553,022	3,541,650	2,207,068	(1,334,582)	(37.68%)	2
	5,553,022	3,541,650	2,207,068	(1,334,582)	(37.68%)	
Total User Charges	52,462,827	35,560,451	31,100,497	(4,459,954)	(12.54%)	
Other Charges						
Service Charges						
Carbon Price	-	-	-	-		
Sale of Recyclable Materials	680,000	453,332	461,280	7,948	1.75%	
Gas Power Generation Sales	505,000	260,000	356,376	96,376	37.07%	
Contributions, Reimbursements & Donations	5,000	5,000	29,650	24,650	493.01%	
Interest Earnings	700,900	467,264	465,769	(1,495)	(0.32%)	
Other Revenue	396,000	209,500	277,211	67,711	32.32%	
Total Other Charges	2,286,900	1,395,096	1,590,287	195,191	13.99%	
Total Revenue from Ordinary Activities	54,749,727	36,955,547	32,690,784	(4,264,763)	(11.54%)	
Expenses from Ordinary Activities						
Employee Costs	5,187,509	3,300,618	2,833,741	466,877	14.15%	3
Materials and Contracts						
Consultants and Contract Labour	486,500	324,332	152,579	171,753	52.96%	4
Communications and Public Consultation	392,500	267,328	54,222	213,106	79.72%	5
Landfill Expenses	1,226,930	784,550	399,864	384,686	49.03%	6
Office Expenses	218,650	139,162	123,629	15,533	11.16%	
Information System Expenses	218,050	88,836	147,975	(59,139)	(66.57%)	
Building Maintenance	156,500	52,500	74,733	(22,233)	(42.35%)	
Plant and Equipment Operating & Hire	1,169,400	547,628	547,126	502	0.09%	
RRF Other Operating Expenses	23,048,800	15,029,136	15,158,338	(129,202)	(0.86%)	7
Utilities	182,300	121,528	113,740	7,788	6.41%	
Depreciation	1,155,400	770,256	769,411	845	0.11%	
Borrowing Costs	906,300	612,516	404,355	208,161	33.98%	8
Insurances	348,430	162,798	120,963	41,835	25.70%	
DEP Landfill Levy	11,643,900	7,233,964	5,850,477	1,383,487	19.12%	9
Land Lease/Rental	758,500	501,900	452,906	48,994	9.76%	
Other Expenditure						
Members Costs	241,950	100,375	103,465	(3,090)	(3.08%)	
Administration Expenses	217,500	110,520	67,664	42,856	38.78%	
Carbon Price	-	-	-	-		
Amortisation for Cell Development	3,654,900	2,637,851	2,167,021	470,830	17.85%	9
Amortisation for Decommissioning Asset	846,100	564,068	564,068	-	0.00%	
Capping Accretion Expense	258,469	172,311	172,311	-	0.00%	
Post Closure Accretion Expense	212,728	141,820	141,820	-	0.00%	
RRF Amortisation	540,200	360,132	360,132	-	0.00%	
Total Expenses	53,071,516	34,024,129	30,780,541	3,243,588	9.53%	
Profit on Sale of Assets	7,722	7,722	9,159	1,437	18.61%	
Loss on Sale of Assets	8,781	5,898	317,009	(311,111)	5274.85%	
	(1,059)	1,824	(307,850)	(309,674)	(16977.73%)	
Changes in Net Assets Resulting from Operations	1,677,152	2,933,242	1,602,393	(1,330,849)	(45.37%)	

NOTES FOR VARIATIONS - INCOME STATEMENT BY NATURE AND TYPE

Note #	Description of Item	Nature of Unfavourable variance where actual is 10% and \$10,000 from YTD Budget
1	User Charges - Members	The Member Councils, year to date have delivered less processable tonnes (17,711t) and less non processable tonnes (9,042t) than the phased budget for the month. RRF residue is greater than the monthly forecast by 1,807t as a result of increased tonnes processed at the facility. The Wanneroo MRF facility ceased tipping in November 2014.
2	Casual Tipping Fees	Revenue from non-members continues to track behind budget as a result of commercials shifting tonnes to their own processing facilities.

Mindarie Regional Council
OPERATING STATEMENT
For the month ended 28 February 2015

Description	Adopted Budget	YTD Budget	YTD Actual	\$ Variance	% Variance	Note
Resource Recovery Facility						
Operating Expenditure						
Employee Costs						
Salaries	-	-	-	-		
Allowances	-	-	-	-		
Workers Compensation Premium	-	-	-	-		
	-	-	-	-		
Consultants and Contract Labour						
Consultancy	35,000	23,332	-	(23,332)	(100.00%)	
Contract Labour External	-	-	-	-		
	35,000	23,332	-	(23,332)	(100.00%)	
Office Expenses						
Cleaning of Buildings	15,000	10,000	5,550	(4,450)	(44.50%)	
	15,000	10,000	5,550	(4,450)	(44.50%)	
Information System Expenses						
Computer System Maintenance	24,000	11,332	9,764	(1,568)	(13.84%)	
	24,000	11,332	9,764	(1,568)	(13.84%)	
Building Maintenance						
Building Maintenance	3,500	1,800	3,885	2,085	115.83%	
Building Security	2,700	1,800	669	(1,131)	(62.84%)	
	6,200	3,600	4,554	954	26.50%	
RRF Operation Expenses						
Fencing and Gate Maintenance	4,000	1,500	1,092	(408)	(27.23%)	
Road Maintenance	-	-	-	-		
Bores and Pipework	1,000	1,000	715	(285)	(28.50%)	
Vehicle Wash Facility Operations	-	-	-	-		
Landscaping and Gardens	17,500	7,500	8,617	1,117	14.89%	
Compost Disposal	408,300	272,200	254,636	(17,564)	(6.45%)	
Contractor's Fees	22,618,000	14,746,936	14,893,279	146,343	0.99%	
	23,048,800	15,029,136	15,158,338	129,202	0.86%	
Utilities						
Electricity	9,000	6,000	2,520	(3,480)	(58.00%)	
Rates	32,000	21,332	13,818	(7,514)	(35.23%)	
	41,000	27,332	16,338	(10,994)	(40.22%)	
Insurance						
Municipal Property Insurance	-	-	-	-		
Public Liability Insurance	-	-	-	-		
	-	-	-	-		
Cost of Borrowings						
Interest on Loans	368,200	250,460	168,676	(81,784)	(32.65%)	
Loan Expenses	8,000	4,000	7,122	3,122	78.04%	
	376,200	254,460	175,797	(78,663)	(30.91%)	
Amortisations						
Amortisation Pre-operating Costs	104,700	69,800	69,800	-	0.00%	
Amortisation Costs	435,500	290,332	290,332	-	0.00%	
	540,200	360,132	360,132	-	0.00%	
Depreciation						
Depreciation on Infrastructure	4,100	2,732	2,733	1	0.05%	
	4,100	2,732	2,733	1	0.05%	
Total Operating Expenditure	24,090,500	15,722,056	15,733,206	11,150	0.07%	
Net Total	(24,090,500)	(15,722,056)	(15,733,206)	(11,150)	0.07%	

Mindarie Regional Council
INCOME STATEMENT BY DEPARTMENT
For the month ended 28 February 2015

Description	Adopted Budget	YTD Budget	YTD Actual	\$ Variance	% Variance
Revenues from Ordinary Activities					
Operating Revenues					
General Purpose Funding	54,749,727	36,955,547	32,691,487	4,264,060	11.54%
Community Amenities	-	-	-	-	
Resource Recovery Facility	-	-	-	-	
	54,749,727	36,955,547	32,691,487	4,264,060	11.54%
Profit on Disposal of Assets					
Governance	-	-	9,159	(9,159)	
Community Amenities	7,722	7,722	-	7,722	100.00%
Resource Recovery Facility	-	-	-	-	
	7,722	7,722	9,159	(1,437)	
Total Revenue	54,757,449	36,963,269	32,700,646	4,262,623	11.53%
Expenses from Ordinary Activities					
Operating Expenditure					
Governance	4,192,051	2,471,072	2,255,017	216,055	8.74%
Community Amenities	24,258,865	15,472,945	12,564,464	2,908,481	18.80%
Resource Recovery Facility	23,714,300	15,467,596	15,557,409	(89,813)	(0.58%)
	52,165,216	33,411,613	30,376,889	3,034,724	9.08%
Loss on Sale of Assets					
Governance	5,898	5,898	-	5,898	100.00%
Community Amenities	2,883	-	317,009	(317,009)	
Resource Recovery Facility	-	-	-	-	
	8,781	5,898	317,009	(311,111)	
Cost of Borrowings					
Community Amenities	530,100	358,056	228,558	129,498	36.17%
Resource Recovery Facility	376,200	254,460	175,797	78,663	30.91%
	906,300	612,516	404,355	208,161	33.98%
Total Expenditure	53,080,297	34,030,027	31,098,254	2,931,773	8.62%
Changes in Net Assets Resulting from Operations	1,677,152	2,933,242	1,602,392	1,330,850	45.37%

Mindarie Regional Council
Balance Sheet
For the month ended 28 February 2015

Description	ACTUAL 2014/2015	Movement	ACTUAL 2013/2014
CURRENT ASSETS			
Cash	2,691,074	135,268	2,555,806
Investments	21,382,001	734,258	20,647,743
MRC Security (Guarantee) Account	598,570	13,444	585,126
Debtors	3,416,668	280,904	3,135,764
Stock	11,013	(1,267)	12,280
Prepayments	278,116	162,980	115,136
Accrued Income	82,140	(2,139)	84,279
Work In Progress - Infrastructure	27,728	27,728	-
Other Current Assets	255,729	(64,598)	320,326
TOTAL CURRENT ASSETS	30,735,139	3,278,678	27,456,461
NON-CURRENT ASSETS			
Land	7,000,000	-	7,000,000
Buildings & Improvements	1,353,430	(125,293)	1,478,722
Furniture & Equipment	48,952	(23,056)	72,008
Computing Equipment	45,468	(37,214)	82,682
Plant & Equipment	3,642,480	395,432	3,247,048
Infrastructure - Other	1,626,724	(52,217)	1,678,941
Infrastructure - Excavation	12,886,908	(2,167,021)	15,053,930
Infrastructure - RRF	6,240,304	(290,332)	6,530,636
Decommissioning Asset	4,827,319	(356,336)	5,183,655
Post Closure	3,219,828	(207,732)	3,427,560
Pre-operating RRF	1,499,796	(69,800)	1,569,596
TOTAL NON-CURRENT ASSETS	42,391,210	(2,933,569)	45,324,779
TOTAL ASSETS	73,126,349	345,109	72,781,240
CURRENT LIABILITIES			
Creditors	3,244,634	(1,560,288)	4,804,922
Provisions for Leave	382,571	(57,765)	440,336
Current Loans	909,098	(1,770,678)	2,679,776
Accruals	2,264,895	1,816,879	448,016
Other Current Liabilities	-	-	-
TOTAL CURRENT LIABILITIES	6,801,198	(1,571,852)	8,373,050
NON CURRENT LIABILITIES			
Provisions for Leave	316,697	43,529	273,167
Non Current Loans	9,169,239	-	9,169,239
Decommission Provision for Capping	14,360,377	314,131	14,046,246
Other Non Current Liabilities	3,979,283	(43,092)	4,022,375
TOTAL NON CURRENT LIABILITIES	27,825,596	314,569	27,511,027
TOTAL LIABILITIES	34,626,794	(1,257,283)	35,884,077
NET ASSETS	38,499,555	1,602,392	36,897,163
EQUITY			
Retained Surplus	13,449,331	507,736	12,941,595
Reserves (Cash Back)	16,230,759	1,094,656	15,136,103
Reserves (Non Cash Back)	5,613,019	-	5,613,019
Council Contribution	3,206,446	-	3,206,446
TOTAL EQUITY	38,499,555	1,602,392	36,897,163

Mindarie Regional Council
STATEMENT OF RESERVES
For the month ended 28 February 2015

Description	ACTUAL 2013/2014
Opening Balance - 1 July 2013	
Site Rehabilitation	8,237,996
Capital Expenditure	1,500,841
Participants Surplus Reserve	2,000,000
RRF Operational Requirement	-
Carbon Price	3,397,266
	15,136,103
Interest on Investments	
Site Rehabilitation	-
Capital Expenditure	-
Participants Surplus Reserve	-
RRF Operational Requirement	-
Carbon Price	-
Transfer from Operating Surplus	
Site Rehabilitation	313,840
Capital Expenditure	1,000,000
Participants Surplus Reserve	-
Carbon Price	-
	1,313,840
Total Transfer from Operations	1,313,840
Transfer from Balance Sheet Provisions	
Site Rehabilitation	-
	-
Transfer to Operating Surplus	
Site Rehabilitation	-
Capital Expenditure	162,649
RRF Operational Requirement	-
Carbon Price	56,535
	219,184
Closing Balance	
Site Rehabilitation	8,551,836
Capital Expenditure	2,338,193
Participants Surplus Reserve	2,000,000
RRF Operational Requirement	-
Carbon Price	3,340,731
	16,230,759

Mindarie Regional Council
STATEMENT OF INVESTING ACTIVITIES
For the month ended 28 February 2015

Description	Adopted Budget	YTD Actual	% to Adopted Budget	Note
PLANT, VEHICLES AND MACHINERIES				
Plant and Vehicles				
Replacement of Hino Bin Truck (Plant61)	190,000	-		
Replacement of Bomag Landfill Compactor (Plant65)	1,500,000	1,257,600	83.84%	
Replacement of Navara RXD40 (Plant69)	40,000	-		
Replacement of Kia Grand Carnival (Plant84)	47,000	-		
Replacement of Land Rover Defender (Plant81)	48,000	47,576		
Replacement of Ford MKII G6E (Plant82)	52,000	47,695		
Replacement of Cat247 MTL (Plant74)	105,000	88,000		
Replacement of Nissan Pathfinder (Plant75)	45,000	45,000		
Replacement of Kubota Lawnmowere (Plant77)	5,000	-		
Replace Caterpillar Forklift (Plant59) - budgeted 2013/2014	-	24,500		
	2,032,000	1,510,372	74.33%	
Machinery and Equipment				
2x Hook Lift Bins	40,000	-		
Hook Lift Body	85,000	-		
2way Radio System (Radio Repeater)	60,000	-		
4x Tarpomatic Tarps	60,000	-		
	245,000	-		
TOTAL PLANT, VEHICLES AND MACHINERIES	2,277,000	1,510,372	66.33%	
FURNITURE AND EQUIPMENT				
Furniture and Fittings				
Furniture and Fittings (Miscellaneous Replacements)	5,000	-		
Airconditioning Units to Various Locations	22,000	-		
	27,000	-	0.00%	
Office Equipment				
Replacement of PABX System	15,000	-		
	15,000	-	0.00%	
TOTAL FURNITURE AND EQUIPMENT	42,000	-		
COMPUTING EQUIPMENT				
Computing Equipment				
Replacement of Laptop - Management Accountant	2,500	1,790	71.60%	
Replacement of Laptop - Waste Education Manager	2,500	1,790	71.60%	
Replacement of Laptop - Director Corporate Services	2,500	1,790	71.60%	
Replacement of Desktop - HR/Payroll Officer	1,200	1,165	97.08%	
Replacement of Desktop - Technical Officer	1,200	1,165	97.08%	
Replacement of Desktop - Weatherman	1,200	1,165	97.08%	
Replacement of Desktop - Finance Accounts Receivable	1,200	1,165	97.08%	
Replacement of Desktop - Waste Education Assistant	1,200	1,165	97.08%	
Replacement of Desktop - Receptionist	1,200	1,165	97.08%	
Replacement of Desktop - Landfill Manager	1,200	1,165	97.08%	
Replacement of Desktop - Environmental Supervisor	1,200	1,165	97.08%	
Replacement of Desktop - Waste Education Officer	1,200	1,165	97.08%	
Replacement of Servers (Tamala and Neerabup)	48,000	1,790	3.73%	
	66,300	17,645	26.61%	
TOTAL COMPUTING EQUIPMENT	66,300	17,645	26.61%	
LAND AND BUILDINGS				
Building				
Recycling Centre Renovation and Alignment	60,000	-		
brought forward item:				
Administration Office Renovation	60,000	-		
Recycling Centre Toilet	15,000	-		
Education Centre Toilet	15,000	-		
Sorting Shed	4,000,000	-		
	4,150,000	-		
Land				
Land Purchase (New Landfill Site)	6,000,000	-		
	6,000,000	-		
TOTAL LAND AND BUILDINGS	10,150,000	-		

Mindarie Regional Council
STATEMENT OF INVESTING ACTIVITIES
For the month ended 28 February 2015

Description	Adopted Budget	YTD Actual	% to Adopted Budget	Note
INFRASTRUCTURE				
Operations				
Landfill Gas Well Installations	25,000	11,810	47.24%	
	25,000	11,810	47.24%	
Landfill Infrastructure Phase3				
Cell Development - Lining (inc. c/f)	3,800,000	1,012,107	26.63%	
	3,800,000	1,012,107	26.63%	
TOTAL INFRASTRUCTURE	3,825,000	1,023,917	26.77%	

INFORMATION ON BORROWINGS

(a) Loan Schedule and Interest Expense

Actual	Value of Loan Approved	Matures	Interest Rates	Principal 01/07/2014	Principal Drawn Down to 30/06/2015	Repayments Actual to 28/02/2015	Outstanding Actual to 28/02/2015	Repayments Actual to 28/02/2015	Note	
Community Amenities										
Tamala Park Landfill										
Loan 12 - Construction Stage 2 Phase 2	15,000,000	Mar-16	5.98%	3,895,785	-	944,440	2,951,345	115,491		
Loan 13 - Development of Cell for Phase 3	5,630,000	Jun-19	6.71%	1,800,000	-	153,469	1,646,531	80,838		
Loan 14 - Purchase of Land for the New Landfill	6,000,000			-	-	-	-	-	2	
Loan 15 - Shed Project	4,000,000			-	-	-	-	-		
Regional Resource Recovery Facility										
Loan 11 - RRF Land Purchase	3,500,000	Aug-17	5.97%	879,281	-	187,772	691,509	31,568		
Loan 10a - RRF Infrastructure	2,000,000	Apr-25	6.16%	1,380,822	-	68,701	1,312,121	55,190		
Loan 10b - RRF Infrastructure (Variable Interest Rate)	2,600,000	Sep-22	Variable	2,115,000	-	120,000	1,995,000	43,242	1	
Loan 10c - RRF Infrastructure	4,000,000	Jun-18	3.97%	1,777,780	-	296,296	1,481,484	38,676		
TOTAL	42,730,000			11,848,668	-	1,770,678	10,077,990	365,005		
						Facility Fee		21,472		
						Total Borrowing Costs		386,477		

Note 1: Loan 10b has a variable rate of 3.27% for the quarter of July 2013 to October 2013.

Note 2: Council approval will be obtained when Land is identified.

Tonnage Report for the Year to 28 February 2015

Item
9.1

APPENDIX NO. 3

Item
9.1

Waste to Landfill Tonnages Report for the year to 28 February 2015

Members

The Member Councils' Processable waste for financial year to date is 10.1% or 17,711 tonnes lower than the financial year forecast. The non processable waste for the financial year is 15.7% or 9,042 tonnes below the financial forecast.

These variances are largely as a result of timing differences in the forecasting of waste deliveries, coupled with the closure of the Wanneroo Materials Recovery Facility.

RRF

The Resource Recovery Facility residue tonnes are 1,807 tonnes higher than forecast as a result of increased throughput at the facility during the year-to-date.

Trade & Casual

The Casual and Trade tonnes are 9,782 tonnes (41.3%) lower than the full financial forecast, primarily as a result of the lower than budgeted tonnes from commercial operators. A significant commercial customer opened a waste facility in July and since then has been diverting all its waste to that facility.

Overall for the eight month period to February 2015, the tonnes received are 11.9% or 35,020 tonnes below what was budgeted.

Information relating to landfill, resource recovery & recycling tonnages year to date 2014/15

Month: Feb-15

	TONNAGE					REVENUE		
	RRF Actual	Landfill Actual	Total Tonnage	Budget 2014/15	Target % Year to Date	Note	Actual % Year to Date	Actual G/L \$
MEMBERS								
Processable								
Cambridge	1,061	3,522	4,583	5,144	71.4%		89.1%	\$ 556,509
Joondalup	26,689	9,541	36,230	39,296	71.4%		92.2%	\$ 4,402,940
Perth	-	8,899	8,899	10,364	71.4%		85.9%	\$ 1,080,114
Stirling	-	51,341	51,341	57,872	71.4%	1	88.7%	\$ 5,850,435
Victoria Park	4,745	3,903	8,647	10,360	71.4%		83.5%	\$ 1,048,253
Vincent	5,273	3,539	8,811	9,859	71.4%		89.4%	\$ 1,069,356
Wanneroo	31,725	6,186	37,911	41,239	71.4%		91.9%	\$ 4,608,915
Sub Total Processable	69,493	86,930	156,423	174,134	71.4%		89.8%	\$ 18,616,521
Non-Processable								
Cambridge	-	604	604	778	74.2%		77.7%	\$ 70,589
Joondalup	-	8,628	8,628	9,274	74.2%		93.0%	\$ 1,039,845
Perth	-	85	85	56	74.2%		152.4%	\$ 9,903
Stirling	-	27,960	27,960	32,035	74.2%	1	87.3%	\$ 3,189,366
Victoria Park	-	209	209	1,112	74.2%		18.8%	\$ 24,339
Vincent	-	1,355	1,355	1,484	74.2%		91.3%	\$ 168,049
Wanneroo	-	9,706	9,706	12,849	74.2%		75.5%	\$ 1,138,018
Sub Total Non-Processable	-	48,546	48,546	57,588	74.2%		84.3%	\$ 5,640,108
Other								
Sita Biovision Residues	-	33,560	33,560	31,752	66.7%		105.7%	\$ 4,073,779
Wanneroo WRC	-	4,840	4,840	5,132	65.2%	1	94.3%	\$ 563,022
Sub Total Other	-	38,400	38,400	36,884			104.1%	\$ 4,636,800
SUB TOTAL MEMBERS	69,493	173,876	243,368	268,606	90.6%		90.6%	\$ 28,893,430
CASUALS								
Trade	-	4,110	4,110	14,416	66.7%	1	28.5%	\$ 639,215
Cash	-	9,768	9,768	9,244	66.7%	1	105.7%	\$ 1,567,853
Sub Total Casuals	-	13,878	13,878	23,660	66.7%		58.7%	\$ 2,207,068
TOTAL	69,493	187,753	257,246	292,266				\$ 31,100,497
RECYCLING								
Recycling centre sales	-	-	-	-	-	-	-	\$ 461,280

Notes 1* Based on historic tonnages (3 years Ave)

List of Payments for the month ended 31 January 2015

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9.2

APPENDIX NO. 4

Item
9.2

**Schedule of Payment for January 2015
Council Meeting - 23 April 2015**

Cheque Posting Date	Document No.	Vendor Name	Description	Cheque Amount
2/01/2015	10572	Petty Cash	Reimbursement of petty cash expenses	\$792.70
9/01/2015	10573	TELSTRA	Telephone Expenses	\$724.58
14/01/2015	10574	Mindarie Regional Council Staff Lotto Account	Staff lotto - Deducted from staff salary	\$230.00
20/01/2015	10575	Reliance Petroleum	Distillate	\$41,041.20
20/01/2015	10576	Springfield Primary School	Waste Education bus tours	\$600.00
20/01/2015	10577	TELSTRA	Telephone Expenses	\$986.02
27/01/2015	10578	Australian Services Union	Union membership fee deducted from staff salary	\$50.20
27/01/2015	10579	CHILD SUPPORT	Child Support Allowance payment - Deduction made from staff salary	\$1,693.58
27/01/2015	10580	Health Insurance Fund of WA	Health Insurance premium deducted from staff salary	\$314.80
27/01/2015	10581	Mindarie Regional Council Staff Lotto Account	Staff lotto - Deducted from staff salary	\$240.00
31/01/2015	10582	AMP FLEXIBLE SUPER	Superannuation Premium	\$607.69
		Total Cheque Payments		\$47,280.77
1/01/2015	DP-01175	National Australia Bank	Loan 10C Bill Drawdown Fee	\$150.00
16/01/2015	DP-01176	National Australia Bank	Loan 12 Repayment	\$132,713.58
16/01/2015	DP-01177	National Australia Bank	Loan 12 Bill Drawdown Fee	\$150.00
20/01/2015	DP-01178	Australia Taxation Office	BAS December 2014	\$145,033.00
22/01/2015	DP-01179	National Australia Bank	NAB Connect Fee	\$5.00
30/01/2015	DP-01180	National Australia Bank	Merchant Fees	\$66.55
30/01/2015	DP-01181	National Australia Bank	Merchant Fees	\$81.80
30/01/2015	DP-01182	National Australia Bank	Merchant Fees	\$1,158.82
30/01/2015	DP-01183	National Australia Bank	CBA Credit card fee	\$10.00
30/01/2015	DP-01184	Commonwealth Bank of Australia	Cancelled	\$0.00
30/01/2015	DP-01185	National Australia Bank	Loan 10A Repayment	\$64,563.95
30/01/2015	DP-01186	National Australia Bank	Account Keeping Fees	\$28.40
30/01/2015	DP-01187	National Australia Bank	Merchant Fees	\$60.51
30/01/2015	DP-01188	National Australia Bank	Merchant Fees	\$81.80
30/01/2015	DP-01189	National Australia Bank	Bank Charges	\$1,152.41
30/01/2015	DP-01190	National Australia Bank	Loan 10C Repayment	\$41,647.59
30/01/2015	DP-01191	National Australia Bank	Loan 10B Repayment	\$55,849.58
		Total Direct Payments		\$442,752.99

5/01/2015	EFT-00933	City of Joondalup	Lease Fees for January 2015	\$10,379.11
5/01/2015	EFT-00933	City of Perth	Lease Fees for January 2015	\$5,189.55
5/01/2015	EFT-00933	City of Stirling	Lease Fees for January 2015	\$20,758.20
5/01/2015	EFT-00933	City of Vincent	Lease Fees for January 2015	\$5,189.55
5/01/2015	EFT-00933	City of Wanneroo	Lease Fees for January 2015	\$10,379.10
5/01/2015	EFT-00933	Town of Cambridge	Lease Fees for January 2015	\$5,189.55
5/01/2015	EFT-00933	Town of Victoria Park	Lease Fees for January 2015	\$5,189.55
5/01/2015	EFT-00934	ALBERTS CAR STEREO	Replacement stereo for Tana compactor (PLANT78)	\$169.00
5/01/2015	EFT-00934	Bunnings	Workshop consumables	\$162.13
5/01/2015	EFT-00934	Castle Security & Electrical Pty	Quarterly security monitoring	\$913.44
5/01/2015	EFT-00934	Elan Energy Management P/L	Collection of tyres from transfer station	\$1,190.40
5/01/2015	EFT-00934	Herbert Smith Freehills	Legal Expenses	\$3,712.36
5/01/2015	EFT-00934	Image Bollards	Bollards/signage	\$1,100.00
5/01/2015	EFT-00934	Kitec Electrical Services	Electrical works at Workshop	\$1,591.70
5/01/2015	EFT-00934	Komatsu Australia	Spare keys for Dump Truck (PLANT90)	\$31.19
5/01/2015	EFT-00934	MERCURY	Courier Expenses	\$99.96
5/01/2015	EFT-00934	MINDARIE BUS CHARTER	Waste Education bus tours	\$495.00
5/01/2015	EFT-00934	Olivers Lawn & Landscaping Pty Ltd	Landscaping and Gardens - RRF	\$55.00
5/01/2015	EFT-00934	SITA Australia Pty Ltd	Collection of confidential bin	\$49.50
5/01/2015	EFT-00934	Slim Jim Enterprises	Band for staff Christmas party	\$875.00
5/01/2015	EFT-00934	ST JOHN AMBULANCE	First Aid Expenses & supplies	\$2,309.50
5/01/2015	EFT-00934	Staff Link Group	Contract Labour Hire - recycling	\$798.93
5/01/2015	EFT-00934	Stephen Michael Terenciuk	Replacement tyres for Hino Bin Truck (PLANT83)	\$2,570.00
5/01/2015	EFT-00934	Tutt Bryant Equipment WA	Repair & maintenance for Bomag Compactor (PLANT65)	\$11,940.25
5/01/2015	EFT-00934	WILSON SECURITY P/L	Building Security	\$1,740.94
5/01/2015	EFT-00935	Gunther Hoppe	Reimbursement of hire car expenses	\$246.00
9/01/2015	EFT-00936	MRC	Payroll Employee Wages	\$101,579.13
8/01/2015	EFT-00937	Glen Boase	Replacement of Mobile Phone	\$255.00
8/01/2015	EFT-00937	Wilfred Higo	Wellness Programs	\$200.00
9/01/2015	EFT-00938	A & G Wines Plumbing	Installation of 2 boiling water units - recycling	\$2,387.00
9/01/2015	EFT-00938	Australian Landfill Owners Association	Corporate membership 2015	\$6,050.00
9/01/2015	EFT-00938	Blackwoods & Atkins	Sunscreen and Bushmans	\$803.42
9/01/2015	EFT-00938	BOC Limited	Welding gas	\$488.60
9/01/2015	EFT-00938	Bunnings	Bushland Management supplies	\$310.97
9/01/2015	EFT-00938	Cabcharge Australia Ltd	Account keeping fee	\$6.00
9/01/2015	EFT-00938	Castledine Gregory	Legal Expenses	\$2,549.80
9/01/2015	EFT-00938	Clean Energy Regulator	Carbon tax	\$56,535.15

9/01/2015	EFT-00938	Cloe's Workwear	Barricades for workshop	\$528.00
9/01/2015	EFT-00938	COVS Parts Pty Ltd	Emergency stop switch for Sumitomo Excavator (PLANT89)	\$187.00
9/01/2015	EFT-00938	EMRC	Drop off of timber from recycling	\$825.00
9/01/2015	EFT-00938	Fennell Tyres International Pty Ltd	Repairs to puncture tyre for Komatsu Dump truck (PLANT94)	\$608.10
9/01/2015	EFT-00938	GOLDER ASSOCIATES PTY LTD	Landfill Phase 3 Design & Development	\$27,005.00
9/01/2015	EFT-00938	Menaglio Security & Communication	Camera installation at transfer station	\$7,403.00
9/01/2015	EFT-00938	Mindarie Marina P/L	Christmas Function expenses	\$6,670.00
9/01/2015	EFT-00938	MOBILE MASTERS	Two way radio repairs for Hino Bin truck (PLANT14)	\$85.80
9/01/2015	EFT-00938	Neerabup Primary School	Waste Education bus tours	\$600.00
9/01/2015	EFT-00938	Performance Packaging	Paper towels	\$531.63
9/01/2015	EFT-00938	PIRTEK (MALAGA) PTY LTD	Replacement hoses for Skid Steer (PLANT92)	\$599.79
9/01/2015	EFT-00938	Reece Vellios	Contractor Fees - Computer Systems Maintenance	\$6,294.20
9/01/2015	EFT-00938	Security Specialists Australia Pty Ltd	Cash collection charges	\$333.30
9/01/2015	EFT-00938	Spider Waste Collection Services P/L	Collection of mattresses from transfer station	\$9,168.00
9/01/2015	EFT-00938	Staff Link Group	Contract Labour Hire - recycling	\$1,122.05
9/01/2015	EFT-00938	Staples Australia P/L	Stationery and Printing	\$287.94
9/01/2015	EFT-00938	Tudor House	Tear drop banners for events	\$1,188.00
9/01/2015	EFT-00938	WASTE MANAGEMENT ASSN OF AUST LTD	Subscriptions	\$422.50
9/01/2015	EFT-00938	WesTrac Pty Ltd	Purchase of replacement Skid Steer Loader (PLANT94)	\$77,000.00
16/01/2015	EFT-00939	Airwell Group Pty Ltd	Bore pumps servicing	\$2,285.80
16/01/2015	EFT-00939	Bowman & Associates P/L	Landfill Phase 3 Development	\$2,158.46
16/01/2015	EFT-00939	CALTEX AUSTRALIA PETROLEUM PTY	Plant - Fuel and Oil	\$660.54
16/01/2015	EFT-00939	City of Joondalup	Reimbursement of rates for Tamala Park	\$12,772.69
16/01/2015	EFT-00939	Click Super P/L	Establishment fee	\$22.00
16/01/2015	EFT-00939	Domain Catering	Earthcarers Course - Catering expenses	\$832.00
16/01/2015	EFT-00939	ECO Spill	Ecospill supplies	\$478.50
16/01/2015	EFT-00939	Elan Energy Management P/L	Collection of tyres from transfer station	\$876.80
16/01/2015	EFT-00939	GHD PTY LTD	Development of a Conceptual Site Model	\$8,800.00
16/01/2015	EFT-00939	Hyder Consulting Pty Ltd	Consultancy - Waste processing infrastructure assessment	\$41,851.70
16/01/2015	EFT-00939	Information Outlook Pty Ltd	Development of Journal Entries Report for Navision	\$207.90
16/01/2015	EFT-00939	Joondalup Office National	Computer Systems Consumables	\$235.27
16/01/2015	EFT-00939	L & T Venables	Expendable Tools for workshop	\$141.06
16/01/2015	EFT-00939	LANDFILL GAS & POWER PTY LTD	Methane gas flow meter replacement	\$1,320.00
16/01/2015	EFT-00939	Magcorp Pty Ltd	After hours voice message subscription	\$226.66
16/01/2015	EFT-00939	Menaglio Security & Communication	Camera issues & maintenance - CCTV's	\$198.00
16/01/2015	EFT-00939	METTLER TOLEDO LIMITED	Weight indicators for weighbridge - Tamala Park	\$2,315.50
16/01/2015	EFT-00939	MPL Laboratories	Laboratory test fees	\$171.60

16/01/2015	EFT-00939	Neverfall Springwater Ltd	Bottled water	\$39.65
16/01/2015	EFT-00939	Northern Districts Pest Management	Pest control	\$1,210.00
16/01/2015	EFT-00939	PIRTEK (MALAGA) PTY LTD	Grapple hose replacement for Multi terrain Loader (PLANT74)	\$317.31
16/01/2015	EFT-00939	Plants & Garden Rentals	Monthly plants rental	\$264.00
16/01/2015	EFT-00939	RCG TECHNOLOGIES	Drop off of Asbestos	\$3,725.14
16/01/2015	EFT-00939	Spider Waste Collection Services P/L	Collection of mattresses from transfer station	\$6,672.00
16/01/2015	EFT-00939	Staff Link Group	Contract Labour Hire - recycling/Transfer station	\$2,545.40
16/01/2015	EFT-00939	Staples Australia P/L	Stationery and Printing	\$380.07
16/01/2015	EFT-00939	The Pest Guys	6 weekly pest control	\$451.00
16/01/2015	EFT-00939	THE PRINTING FACTORY	Stationery and Printing	\$194.15
16/01/2015	EFT-00939	Vertical Telecoms Pty Ltd	RRF microwave antennas maintenance	\$1,370.36
16/01/2015	EFT-00939	WA Local Government Association	MWAC Contribution	\$26,538.91
19/01/2015	EFT-00940	Biovision 2020 Pty Ltd	Contractor's Fees - December 2014	\$2,150,188.22
20/01/2015	EFT-00941	MRC Credit Card	Engine Protection Equipment	\$117.15
20/01/2015	EFT-00941	MRC Credit Card	Westfield Gift Cards	\$2,884.99
23/01/2015	EFT-00942	MRC	Payroll Employee Wages	\$101,944.20
22/01/2015	EFT-00943	Margarate Davies	Reimbursement of petty cash expenses	\$2,160.70
23/01/2015	EFT-00944	Bowman & Associates P/L	Landfill Phase 3 Development	\$7,037.49
23/01/2015	EFT-00944	Bunnings	Bushland Management	\$190.98
23/01/2015	EFT-00944	COVS Parts Pty Ltd	Repair & maintenance for Hino Bin truck (PLANT61)	\$524.15
23/01/2015	EFT-00944	ERTECH PTY LTD	WIP - Landfill Phase 3 Development	\$591,088.89
23/01/2015	EFT-00944	Fuji Xerox Australia Pty Ltd	Photocopying Expenses	\$156.75
23/01/2015	EFT-00944	GCM Enviro Pty Ltd	Cooler seals for Tana compactor (PLANT78)	\$292.94
23/01/2015	EFT-00944	Glenmarri Pty Ltd	Dieback investigation for the Bushforever site	\$1,730.00
23/01/2015	EFT-00944	Iron Mountain Australia Pty Ltd	Data storage	\$42.27
23/01/2015	EFT-00944	Kitec Electrical Services	Electrical work at weighbridge	\$1,254.00
23/01/2015	EFT-00944	LANDFILL GAS & POWER PTY LTD	Electricity usage	\$6,411.92
23/01/2015	EFT-00944	Mission Impossible	Cleaning of Buildings	\$1,956.30
23/01/2015	EFT-00944	MOBILE MASTERS	Installation & supply of two way radio for Skid Steer (PLANT99)	\$2,357.11
23/01/2015	EFT-00944	Northern Mowers & Chainsaws	Chain saw and cutter	\$102.00
23/01/2015	EFT-00944	NORTHSIDE NISSAN	Scheduled service for Nissan Navara (PLANT86)	\$357.20
23/01/2015	EFT-00944	Olivers Lawn & Landscaping Pty Ltd	Landscaping and Gardens - RRF	\$150.00
23/01/2015	EFT-00944	PIRTEK (MALAGA) PTY LTD	Hydraulic hose replacement for Hino Bin Truck (PLANT86)	\$526.72
23/01/2015	EFT-00944	R & J Mobile Car Detailing	Car detailing (PLANT96)	\$250.00
23/01/2015	EFT-00944	Reece Vellios	Computer Systems Maintenance	\$6,228.20
23/01/2015	EFT-00944	SEEK Limited	Advertisement expenses	\$330.00
23/01/2015	EFT-00944	Spider Waste Collection Services P/L	Collection of mattresses from transfer station	\$4,592.00

23/01/2015	EFT-00944	ST JOHN AMBULANCE	First Aid Expenses - kit servicing	\$1,718.05
23/01/2015	EFT-00944	Staff Link Group	Contract Labour Hire - recycling	\$689.57
23/01/2015	EFT-00944	The Hire Guys - Wangara	Plant Hire Costs - Message board	\$1,650.00
23/01/2015	EFT-00944	WesTrac Pty Ltd	Engine and cab filters for Skid Steer loader (PLANT99)	\$470.76
23/01/2015	EFT-00945	Gunther Hoppe	Reimbursement of petty cash expenses	\$1,154.00
27/01/2015	EFT-00946	Department of Environment Regulation	Landfill levy Oct-Dec 2014	\$1,892,934.70
27/01/2015	EFT-00947	AMP FLEXIBLE SUPER	Superannuation Premium	\$643.43
27/01/2015	EFT-00947	Aon Master Trust - Personal Super	Superannuation Premium	\$872.07
27/01/2015	EFT-00947	Australian Ethical Super	Superannuation Premium	\$641.22
27/01/2015	EFT-00947	Australian Super Administration	Superannuation Premium	\$110.64
27/01/2015	EFT-00947	BT Super for Life - SG	Superannuation Premium	\$676.39
27/01/2015	EFT-00947	CBUS	Superannuation Premium	\$1,015.96
27/01/2015	EFT-00947	Colonial First State	Superannuation Premium	\$2,332.60
27/01/2015	EFT-00947	HOSTPLUS	Superannuation Premium	\$1,021.44
27/01/2015	EFT-00947	Plum Superannuation Fund	Superannuation Premium	\$194.95
27/01/2015	EFT-00947	Spectrum Super	Superannuation Premium	\$508.19
27/01/2015	EFT-00947	WALGS PLAN PTY LTD	Superannuation Premium	\$34,886.10
30/01/2015	EFT-00948	Air Liquide WA Pty Ltd	Gas cylinder hire charges	\$54.95
30/01/2015	EFT-00948	AUSTRALIA POST - PERTH	Postage & Freight	\$4.90
30/01/2015	EFT-00948	BOC Limited	Gas cylinder hire charges	\$98.45
30/01/2015	EFT-00948	Bunnings	Building maintenance & pest control	\$123.00
30/01/2015	EFT-00948	Cabcharge Australia Ltd	Cab vouchers for staff Christmas party	\$365.81
30/01/2015	EFT-00948	COATES HIRE	Equipment hire - Boom lift	\$5,102.15
30/01/2015	EFT-00948	COVS Parts Pty Ltd	Rags & tools for workshop usage	\$99.53
30/01/2015	EFT-00948	Department of Environment Regulation	Controlled waste tracking form activation charge	\$39.50
30/01/2015	EFT-00948	Enviro Sweep	Access Road Maintenance	\$825.00
30/01/2015	EFT-00948	Flick Anticimex P/L	Hygiene services	\$830.69
30/01/2015	EFT-00948	Fuji Xerox Australia Pty Ltd	Photocopier lease fees and photocopying expenses	\$1,311.59
30/01/2015	EFT-00948	Gavin Burgess	Battery collection program	\$3,594.80
30/01/2015	EFT-00948	Hyperactive Digital P/L	MRC Website support & maintenance	\$308.55
1/01/2015	EFT-00948	iiNet Limited	VOIP charges	\$9.95
30/01/2015	EFT-00948	Instant Products Group	Portable toilet hire and servicing	\$905.59
30/01/2015	EFT-00948	Jason Signmakers	Signs & Barricades	\$35.20
30/01/2015	EFT-00948	Magcorp Pty Ltd	After hours voice message subscription	\$226.66
30/01/2015	EFT-00948	Midalia Steel	Steel for pergola roof	\$549.43
30/01/2015	EFT-00948	Olivers Lawn & Landscaping Pty Ltd	Landscaping and Gardens - RRF	\$541.00
30/01/2015	EFT-00948	ORS GROUP	Wellness Programs	\$96.25

30/01/2015	EFT-00948	RESQ Pty Ltd	Computer Systems Maintenance	\$845.90
30/01/2015	EFT-00948	SafeWork	Drug and Alcohol testing	\$1,913.43
30/01/2015	EFT-00948	Security Specialists Australia Pty Ltd	Cash collection charges	\$378.40
30/01/2015	EFT-00948	SITA Australia Pty Ltd	Collection of confidential bin	\$49.50
30/01/2015	EFT-00948	T & C Transport Services	Courier Expenses	\$494.83
30/01/2015	EFT-00948	Ventouras Advertising & Design	Design and production of Annual Report 2014	\$5,830.00
30/01/2015	EFT-00948	WILSON SECURITY P/L	Building Security	\$1,764.15
		Total EFT Payments		\$5,374,405.22

Summary Schedule of Payments

Cheque Payments		
Cheque No. 10572 to 10582		\$47,280.77
Electronic Payments:		
DP- 01175 to DP- 01191		\$442,752.99
EFT- 00933 to EFT- 00948		\$5,374,405.22
Grand Total		\$5,864,438.98

CERTIFICATE OF CHIEF EXECUTIVE OFFICER

This schedule of accounts which was passed for payment, covering vouchers as above which was submitted to each member of Council on 23 April 2015 has been checked and is fully supported by vouchers and invoices which are submitted herewith and which have been duly certified as to the receipt of goods and the rendition of services and as to prices, computations, and costing and the amounts due for payment.

List of Payments for the month ended 28 February 2015

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APPENDIX NO. 5

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**Schedule of Payment for February 2015
Council Meeting - 23 April 2015**

Cheque Posting Date	Document No.	Vendor Name	Description	Cheque Amount
3/02/2015	10583	Jason Robbins	Re-issue cheque for member meeting fees as original cheque lost	\$3,666.66
10/02/2015	10584	Mindarie Regional Council Staff Lotto Account	Staff lotto - Deducted from staff salary	\$260.00
11/02/2015	10585	AMP FLEXIBLE SUPER	Superannuation Premium	\$628.84
13/02/2015	10586	TELSTRA	Telephone Expenses	\$1,434.59
13/02/2015	10587	Department of Transport	Vehicle search fees	\$52.00
13/02/2015	10588	WATER CORPORATION	Water usage	\$2,254.07
17/02/2015	10589	Petty Cash	Reimbursement of petty cash expenses	\$943.20
20/02/2015	10590	Reliance Petroleum	Distillate	\$42,212.33
20/02/2015	10591	SYNERGY	Gas usage	\$39.00
20/02/2015	10592	TELSTRA	Telephone Expenses	\$1,321.16
23/02/2015	10593	Mindarie Regional Council Staff Lotto Account	Staff lotto - Deducted from staff salary	\$270.00
		Total Cheque Payments		\$53,081.85
23/02/2015	DP-01192 - 93	Cancelled	Cancelled	\$0.00
23/02/2015	DP-01194	Australian Taxation Office	BAS January 2015	\$181,919.00
27/02/2015	DP-01195	National Australia Bank	NAB Connect Fee	\$5.00
27/02/2015	DP-01196	National Australia Bank	Overdraft Facility Fee	\$1,898.15
27/02/2015	DP-01197	National Australia Bank	Loan 11 Repayment	\$74,937.75
27/02/2015	DP-01198	National Australia Bank	Loan 12 Repayment	\$118,055.00
27/02/2015	DP-01199	National Australia Bank	Loan 12 Repayment	\$12,736.66
27/02/2015	DP-01200	National Australia Bank	Loan 12 Bill Drawdown Fee	\$150.00
27/02/2015	DP-01201	National Australia Bank	Bank charges	\$2.75
27/02/2015	DP-01202	Cancelled	Cancelled	\$0.00
27/02/2015	DP-01203	Cancelled	Cancelled	\$0.00
27/02/2015	DP-01204	National Australia Bank	Account Keeping Fees	\$32.30
27/02/2015	DP-01205	National Australia Bank	Loan 10C Repayment	\$42,175.50
27/02/2015	DP-01206	National Australia Bank	Loan 10C Bill Drawdown Fee	\$150.00
27/02/2015	DP-01207	Commonwealth Bank	Merchant Fees	\$69.00
27/02/2015	DP-01208	Commonwealth Bank	Merchant Fees	\$70.59
27/02/2015	DP-01209	Commonwealth Bank	ComBiz Charges	\$0.33
27/02/2015	DP-01210	Commonwealth Bank	ComBiz Charges	\$11.00

27/02/2015	DP-01211	Commonwealth Bank	Account Keeping Fees	\$17.10
			Total Direct Payments	\$432,230.13
5/02/2015	Trf 1	National Australia Bank	Inter-account transfer	\$3,000,000.00
13/02/2015	Trf 1	Commonwealth Bank	Inter-account transfer	\$1,200,000.00
			Total Inter account Transfers	\$4,200,000.00
2/02/2015	EFT-00949	City of Joondalup	Lease Fees for February 2015	\$10,379.11
2/02/2015	EFT-00949	City of Perth	Lease Fees for February 2015	\$5,189.55
2/02/2015	EFT-00949	City of Stirling	Lease Fees for February 2015	\$20,758.20
2/02/2015	EFT-00949	City of Vincent	Lease Fees for February 2015	\$5,189.55
2/02/2015	EFT-00949	City of Wanneroo	Lease Fees for February 2015	\$10,379.10
2/02/2015	EFT-00949	Town of Cambridge	Lease Fees for February 2015	\$5,189.55
2/02/2015	EFT-00949	Town of Victoria Park	Lease Fees for February 2015	\$5,189.55
6/02/2015	EFT-00951	MRC	Payroll Employee Wages	\$97,653.62
6/02/2015	EFT-00952	Alance Newspaper & Magazine Delivery	Periodicals/ Publications	\$134.10
6/02/2015	EFT-00952	Bad Backs Store	Office furniture	\$279.00
6/02/2015	EFT-00952	Blackwoods & Atkins	Disposable overalls	\$829.13
6/02/2015	EFT-00952	BOULEVARD FLORIST	Flowers for staff's family	\$205.00
6/02/2015	EFT-00952	Bunnings	Workshop Consumables	\$25.25
6/02/2015	EFT-00952	Castle Security & Electrical Pty	Building Security - Call out charges	\$215.60
6/02/2015	EFT-00952	Cloe's Workwear	Staff Uniforms/Protective Clothing	\$522.00
6/02/2015	EFT-00952	COVS Parts Pty Ltd	Replacement battery for Fire Ute (PLANT71)	\$341.00
6/02/2015	EFT-00952	Department of Environment Regulation	Controlled waste tracking form activation charge	\$39.50
6/02/2015	EFT-00952	DRAGE SIGNS	Banners for E-waste dropp off	\$385.00
6/02/2015	EFT-00952	EMRC	FORC reimbursement	\$940.63
6/02/2015	EFT-00952	Keith D'Sa	CPA semester program fees	\$990.00
6/02/2015	EFT-00952	Kitec Electrical Services	Building Maintenance - light fitting near weighbridge	\$2,293.50
6/02/2015	EFT-00952	L & T Venables	2 x blow guns	\$64.81
6/02/2015	EFT-00952	Menaglio Security & Communication	Camera replacement - transfer station & maintenance work	\$1,238.60
6/02/2015	EFT-00952	Neverfail Springwater Ltd	Staff Amenities	\$90.85
6/02/2015	EFT-00952	RCG TECHNOLOGIES	Drop off of asbestos	\$3,313.17
6/02/2015	EFT-00952	Reece Vellios	Contractor Fees - Computer Systems Maintenance	\$6,228.20
6/02/2015	EFT-00952	Spider Waste Collection Services P/L	Collection of mattresses from transfer station	\$5,216.00
6/02/2015	EFT-00952	Staff Link Group	Contract Labour Hire - recycling	\$860.68

6/02/2015	EFT-00952	Staples Australia P/L	Stationery and Printing	\$205.52
6/02/2015	EFT-00952	Tutt Bryant Equipment WA	Repair & maintenance for Bomag (PLANT65)	\$486.38
6/02/2015	EFT-00952	United Equipment	Repair & maintenance for Forklift (PLANT59)	\$409.32
6/02/2015	EFT-00952	WA HINO SALES & SERVICE	Engine dip stick for Hino Bin truck (PLANT61)	\$101.55
6/02/2015	EFT-00952	WA Local Government Association	Advertising & Promotions	\$1,536.10
13/02/2015	EFT-00953	Airwell Group Pty Ltd	Bores and Pipework	\$1,157.20
13/02/2015	EFT-00953	Bunnings	Expendable Tools for workshop	\$14.99
13/02/2015	EFT-00953	CALTEX AUSTRALIA PETROLEUM PTY	Plant - Fuel and Oil	\$617.40
13/02/2015	EFT-00953	Castledine Gregory	Legal Expenses	\$6,239.20
13/02/2015	EFT-00953	Cloe's Workwear	Staff Uniforms/Protective Clothing	\$658.10
13/02/2015	EFT-00953	COVS Parts Pty Ltd	Expendable tools for workshop	\$56.01
13/02/2015	EFT-00953	Elan Energy Management P/L	Collection of tyres from transfer station	\$470.40
13/02/2015	EFT-00953	Excel Carpet Cleaning WA	Cleaning of Buildings	\$1,185.00
13/02/2015	EFT-00953	Fuji Xerox Australia Pty Ltd	Photocopier lease fee	\$566.50
13/02/2015	EFT-00953	IFAP	Staff Training	\$1,465.00
13/02/2015	EFT-00953	Jason Signmakers	Signage	\$434.50
13/02/2015	EFT-00953	Olivers Lawn & Landscaping Pty Ltd	Landscaping and Gardens - RRF	\$174.00
13/02/2015	EFT-00953	Plants & Garden Rentals	Monthly plants rental	\$264.00
13/02/2015	EFT-00953	Spider Waste Collection Services P/L	Collection of mattresses from transfer station	\$4,545.00
13/02/2015	EFT-00953	Staples Australia P/L	Staff Amenities	\$259.83
13/02/2015	EFT-00953	The Hire Guys - Wangara	Hire Equipment	\$88.00
13/02/2015	EFT-00953	THE PRINTING FACTORY	Envelopes	\$123.20
13/02/2015	EFT-00953	TOX FREE AUSTRALIA P/L	De-sludging of waste oil tank	\$965.25
13/02/2015	EFT-00953	Wanneroo Primary School	Waste Education bus tours	\$200.00
13/02/2015	EFT-00953	WestTrac Pty Ltd	Engine oil filters for lighting tower (PLANT88)	\$78.19
16/02/2015	EFT-00954	NUFORD WANGARA	Replacement vehicle for Operations Manager (PLANT101)	\$49,834.30
20/02/2015	EFT-00955	MRC	Payroll Employee Wages	\$99,549.45
18/02/2015	EFT-00956	Gunther Hoppe	Reimbursement of petty cash expenses	\$234.11
18/02/2015	EFT-00956	Sonia Cherico	Diploma in HR	\$1,995.00
18/02/2015	EFT-00957	Andrea Slater	Wellness Programs	\$200.00
19/02/2015	EFT-00958	Biovision 2020 Pty Ltd	Contractor's Fees Jan15	\$2,094,967.64
20/02/2015	EFT-00959	A & G Wines Plumbing	Plumbing works near transfer station	\$670.95
20/02/2015	EFT-00959	Airwell Group Pty Ltd	Leachate System Management	\$3,255.08
20/02/2015	EFT-00959	Alance Newspaper & Magazine Delivery	Periodicals/ Publications	\$139.20
20/02/2015	EFT-00959	Allpipe Technologies P/L	Well inspection via camera	\$1,683.00
20/02/2015	EFT-00959	Bowman & Associates P/L	Landfill Phase 3 Development	\$3,646.50
20/02/2015	EFT-00959	Cloe's Workwear	Staff Uniforms/Protective Clothing	\$920.00

20/02/2015	EFT-00959	COVS Parts Pty Ltd	Consumable supplies for workshop	\$33.25
20/02/2015	EFT-00959	Crossland & Hardy Pty Ltd	Monthly volume survey - landfill	\$2,125.20
20/02/2015	EFT-00959	Data#3	Net APP warranty	\$13,052.13
20/02/2015	EFT-00959	Domain Catering	Strategic Working Group - Catering Expenses	\$930.00
20/02/2015	EFT-00959	DUN & BRADSTREET AUSTRALIA P/L	Commission for debt collection	\$4.13
20/02/2015	EFT-00959	Eco Environmental	Gas Monitor & temperature probes	\$12,991.00
20/02/2015	EFT-00959	Fennell Tyres International Pty Ltd	Replacement tyre for Komatsu Loader (PLANT94)	\$1,133.00
20/02/2015	EFT-00959	FILTER SUPPLIES	Fuel filters for tipface bowser	\$133.98
20/02/2015	EFT-00959	Gavin Burgess	Battery collection program	\$1,760.80
20/02/2015	EFT-00959	Gayle Rogers	Reimbursement of travel expenses - Audit committee member	\$473.25
20/02/2015	EFT-00959	GHD PTY LTD	Development of a Conceptual Site Model	\$16,500.00
20/02/2015	EFT-00959	Hyder Consulting Pty Ltd	Consultancy - Waste processing infrastructure assessment	\$10,353.75
20/02/2015	EFT-00959	Iron Mountain Australia Pty Ltd	Data storage	\$42.27
20/02/2015	EFT-00959	National Tax Accountants	Staff Training - FBT seminar	\$629.00
20/02/2015	EFT-00959	Komatsu Australia	Oil filters for various plant on site	\$841.87
20/02/2015	EFT-00959	LANDFILL GAS & POWER PTY LTD	Electricity usage	\$7,729.84
20/02/2015	EFT-00959	Olivers Lawn & Landscaping Pty Ltd	Landscaping and Gardens - RRF	\$187.00
20/02/2015	EFT-00959	Reece Vellios	Computer Systems Maintenance	\$7,086.20
20/02/2015	EFT-00959	Spider Waste Collection Services P/L	Collection of mattresses from transfer station	\$3,280.00
20/02/2015	EFT-00959	Staff Link Group	Contract Labour Hire - recycling	\$427.88
20/02/2015	EFT-00959	Staples Australia P/L	Staff Amenities	\$187.58
20/02/2015	EFT-00959	Tutt Bryant Equipment WA	Scheduled service for Sumitomo Excavator (PLANT89)	\$4,388.02
20/02/2015	EFT-00959	Water Dynamics	Reticulation service and minor repairs	\$694.16
20/02/2015	EFT-00959	WesTrac Pty Ltd	Repair & maintenance for Bomag compactor (PLANT101)	\$149.03
24/02/2015	EFT-00960	MRC Credit Card	Mirco Brothers - roo food	\$174.80
24/02/2015	EFT-00960	MRC Credit Card	Scheduled service for Volkswagon (PLANT96) & Meals & entertainment	\$708.22
24/02/2015	EFT-00960	MRC Credit Card	Bank Charges	\$20.70
28/02/2015	EFT-00961	AMP FLEXIBLE SUPER	Superannuation Premium	\$637.68
28/02/2015	EFT-00961	Aon Master Trust - Personal Super	Superannuation Premium	\$815.40
28/02/2015	EFT-00961	Australian Ethical Super	Superannuation Premium	\$1,450.78
28/02/2015	EFT-00961	Australian Super Administration	Superannuation Premium	\$714.88
28/02/2015	EFT-00961	BT Super for Life - SG	Superannuation Premium	\$623.58
28/02/2015	EFT-00961	CBUS	Superannuation Premium	\$932.55
28/02/2015	EFT-00961	Colonial First State	Superannuation Premium	\$2,506.04
28/02/2015	EFT-00961	HOSTPLUS	Superannuation Premium	\$949.16
28/02/2015	EFT-00961	Plum Superannuation Fund	Superannuation Premium	\$250.65
28/02/2015	EFT-00961	Spectrum Super	Superannuation Premium	\$423.60

28/02/2015	EFT-00961	WALGS PLAN PTY LTD	Superannuation Premium	\$36,374.69
26/02/2015	EFT-00962	Tutt Bryant Equipment WA	Replacement of Bomag Compactor with new (PLANT100)	\$1,163,360.00
26/02/2015	EFT-00963	Air Liquide WA Pty Ltd	Cylinder hire charges	\$137.50
26/02/2015	EFT-00963	AUSTRALIA POST - PERTH	Postage & Freight	\$195.25
26/02/2015	EFT-00963	Automark	Replacement of clutch for Fire Ute (PLANT71)	\$2,773.00
26/02/2015	EFT-00963	BOC Limited	Cylinder gas charges	\$98.45
26/02/2015	EFT-00963	Cabcharge Australia Ltd	Account keeping fee	\$6.00
26/02/2015	EFT-00963	Castledine Gregory	Legal Expenses	\$752.40
26/02/2015	EFT-00963	Coral Reef Institute	Staff Training	\$1,750.00
26/02/2015	EFT-00963	COVS Parts Pty Ltd	Adblue for various plant	\$2,082.73
26/02/2015	EFT-00963	Department of Environment Regulation	Controlled waste carrier licence	\$825.00
26/02/2015	EFT-00963	Herbert Smith Freehills	Legal fees - EMS review	\$2,530.00
26/02/2015	EFT-00963	Information Outlook Pty Ltd	Jet Report maintenance	\$2,988.48
26/02/2015	EFT-00963	Instant Products Group	Portable toilet hire and servicing	\$469.85
26/02/2015	EFT-00963	IW Projects	Consultancy - RRF, attendance at PAG meetings & projects	\$19,016.45
26/02/2015	EFT-00963	Joondalup Office National	Stationery and Printing	\$283.91
26/02/2015	EFT-00963	Magcorp Pty Ltd	After hours voice message subscription	\$113.33
26/02/2015	EFT-00963	METTLER TOLEDO LIMITED	Replacement of faulty indicators at weighbridge - Tamala Park	\$5,082.00
26/02/2015	EFT-00963	Mission Impossible	Cleaning of Buildings	\$1,956.30
26/02/2015	EFT-00963	MOBILE MASTERS	Speaker mike for radio	\$849.86
26/02/2015	EFT-00963	Neverfail Springwater Ltd	Staff Amenities	\$65.25
26/02/2015	EFT-00963	NEWCASTLE WEIGHING SERVICES PT	Wasteman system maintenance	\$11,467.50
26/02/2015	EFT-00963	ORS GROUP	Wellness Programs	\$192.50
26/02/2015	EFT-00963	RCG TECHNOLOGIES	Drop off of asbestos	\$2,640.57
26/02/2015	EFT-00963	RESQ Pty Ltd	N-able computer system maintenance	\$845.90
26/02/2015	EFT-00963	SafeWork	Drug & Alcohol test	\$1,798.06
26/02/2015	EFT-00963	Security Specialists Australia Pty Ltd	Cash collection charges	\$364.65
26/02/2015	EFT-00963	SGS Australia Pty Ltd	Re-cert for ISO 14001 & calibration of radiation unit at weighbridge	\$3,503.12
26/02/2015	EFT-00963	SITA Australia Pty Ltd	Collection of confidential bin	\$49.50
26/02/2015	EFT-00963	Spider Waste Collection Services P/L	Collection of mattresses from transfer station	\$6,976.00
26/02/2015	EFT-00963	T & C Transport Services	Courier Expenses	\$1,068.97
26/02/2015	EFT-00963	The Pest Guys	Building Maintenance - Pest Control	\$286.00
26/02/2015	EFT-00963	Tutt Bryant Equipment WA	Repair & maintenance for Bomag compactor (PLANT65)	\$2,888.79
Total EFT Payments				\$3,832,669.51

Summary Schedule of Payments

Cheque Payments	
Cheque No. 10583 to 10593	\$53,081.85
Electronic Payments:	
DP- 01192 to DP- 01211	\$432,230.13
Inter-Account Transfers	\$4,200,000.00
EFT- 00949 to EFT- 00963	\$3,832,669.51
Grand Total	\$8,517,981.49

CERTIFICATE OF CHIEF EXECUTIVE OFFICER

This schedule of accounts which was passed for payment, covering vouchers as above which was submitted to each member of Council on 23 April 2015 has been checked and is fully supported by vouchers and invoices which are submitted herewith and which have been duly certified as to the receipt of goods and the rendition of services and as to prices, computations, and costing and the amounts due for payment.

MRC Service Options Report

Item
9.3

APPENDIX NO. 6

Item
9.3



SERVICE AND GOVERNANCE
OPTIONS REVIEW
MINDARIE REGIONAL COUNCIL

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MINDARIE REGIONAL COUNCIL

WASTE INFRASTRUCTURE PLAN

Service options and governance review

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Approver Dominic Schliebs

Report No AA007554-02-02

Date 24 December 2014

This report has been prepared for Mindarie Regional Council in accordance with the terms and conditions of appointment for Waste infrastructure plan dated 24 October 2014. Hyder Consulting Pty Ltd (ABN 76 104 485 289) cannot accept any responsibility for any use of or reliance on the contents of this report by any third party.



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ACRONYMS

Acronym	Meaning
AD	Anaerobic digester
C&D	Construction and demolition
C&I	Commercial and industrial
EfW	Energy from waste
EMRC	Eastern Metropolitan Regional Council
FTE	Full time equivalent
MBT	Mechanical biological treatment facility
MRC	Mindarie Regional Council
MRF	Materials recovery facility
MSW	Municipal solid waste
MWRRG	Metropolitan Waste and Resource Recovery Group (VIC)
RLG	Regional local government
ROC	Regional Organisation of Councils
RRC	Rivers Regional Council
SHOROC	Shore Regional Organisation of Councils (NSW)
SMRC	Southern metropolitan Regional Council
SSROC	Southern Sydney Regional Organisation of Councils (NSW)
WALGA	WA Local Government Association
WARR Act	Waste and Resource Recovery Act
WMRC	Western Metropolitan Regional Council

EXECUTIVE SUMMARY

Hyder has recently conducted a review of the future infrastructure needs for Mindarie Regional Council (MRC). One of the options for implementing infrastructure plan recommendations is for MRC to play a more active role in tendering, managing collection contracts, and owning or managing one or some of the facilities proposed, however under the current constitution MRC is limited in its role.

The Review of the *Waste and Resource Recovery Act 2007* (WARR Act) and local government reform proposals have both recently been announced by the state government. These initiatives recommend consolidation of the number of local governments and regional local governments (RLG). As a result of the *WARR Act* review, local government reform and an increased need for strategic infrastructure investment, this report considers the advantages and disadvantages for MRC members resulting from a range of alternative service models.

There are currently five RLG's that manage waste in the Perth metropolitan area. Each has different powers as set out within their establishment agreements. MRC's existing constitution excludes collection of waste and collection and processing of material diverted from landfill (recyclables, garden organics, hazardous wastes, mattresses, metals etc). As a result, MRC's support services are generally limited to material destined for landfill reducing the opportunity to realise potential benefits from shared or integrated services across a range of waste streams.

Most other Australian states have implemented some form of regional council groupings due to the recognised efficiencies available from councils working together. Some regional councils have grouped together voluntarily, while others are mandated via legislation. The Victorian regional waste management groups were overhauled by the State Government in 2014, replacing the thirteen regional waste management groups with seven new waste and resource recovery groups, giving them powers to undertake regional waste planning for all waste streams (including C&I and C&D waste) and to facilitate joint procurement by local governments. It appears that the WA state government are likely to support a similar approach via the *WARR Act* review.

Based on the range of services offered in both WA and other states, Hyder has categorised them into five broad groupings as outlined below:

1. Full service - managing all waste services currently conducted by local councils in addition to owning and operating waste facilities
2. Infrastructure services – owning and operating some processing facilities and providing support services such as regional waste strategy, education services and tendering services
3. Centralised service delivery – managing services related to processing facilities but not collection services
4. Basic service delivery – similar to MRC's current operations
5. Administrative management – no involvement with running a facility, just administrative support for member councils.

In all but the administrative model it is assumed that MRC would continue to own and operate Tamala Park under the current arrangements, as there are benefits in this shared asset and in retaining the existing agreement.

Table 1 outlines the type of services provided in each service model in relation to potential models that could apply to MRC.

Table 1 **Alternative service models**

Services	Full service	Infrastructure services	Centralised	Basic	Administrative
Own and operate Tamala Park WMF					
Own and operate other waste facilities					
Regional strategy development					
Regional policy development					
Reporting and data collection					
Education Services					
Manage tendering where regional council is party to contract					
Manage tendering where regional council is not party to contract					
Consulting Services (ie research, trials, audits)					
Customer services including call centre					
Waste collection					
Manage other waste services (public place bins, event waste management)					
Illegal dumping and litter management & investigation					
Support services (truck wash down bay, truck maintenance)					

Table 2 outlines some high level advantages and disadvantages of each service model.

Table 2 **Advantages and disadvantages of each service model**

Service model	Advantages	Disadvantages
Full service	Consistency in service provision across the region. Some economies of scale particularly in relation to customer services managing other waste services, illegal dumping and litter services and support services.	Under local government reform each council will be large enough to optimise collection efficiencies from the private sector.
Infrastructure services	This would provide a model where MRC, or a council under contract to MRC, could own and operate facilities where it is most efficient to do so – for example the transfer station and bulk waste shed. Other infrastructure would be outsourced where it is less efficient for MRC to operate (ie EfW).	Government bodies may not be best positioned to own and operate facilities due to a range of overheads and decision making processes that prevent the ability to be mobile to respond to markets and industry changes in the same way that the private sector can.

Service model	Advantages	Disadvantages
Centralised services	This model promotes the benefits of a market driven service approach with MRC managing the centralised contracts and providing support services where it is efficient to do so.	Some cost benefits, and asset benefits from owning and operating shared facilities, such as the transfer station, bulk waste shed and MRF may not be realised.
Basic services	Simple operating model, low costs and only basic services required	No economies of scale for major cost infrastructure and services.
Administrative services	Simple operating model, low costs and only basic services required.	No economies of scale for major cost infrastructure and services. The costs and considerations associated with changing ownership and operation of Tamala Park may outweigh any perceived benefits

The success of each of these models is dependent on commitment from the RLG and member councils to the preferred approach. The core elements of effective RLG models across Australia are:

- Highest level commitment to a centralised strategy that has been developed in consultation with key parties.
- Availability of a realistic delivery mechanism for the strategy via appropriately qualified and resourced staff, funding and realistic timeframes.
- Alignment of the centralised strategy with government priorities and resourcing.
- Stability in council membership, and in core delivery staff and management both within the councils and the RLG.

Recommendation

Considering the proposed changes under the *WARR Act* and the recommendations outlined in the infrastructure assessment report, Hyder recommends that MRC and its member councils adopt an infrastructure service model approach. This provides an opportunity to deliver the land, infrastructure and processing services where it is most beneficial to do so, or to outsource to the market where it is most efficient to do so.

The local government reform process provides an opportunity for the designated functions within the establishment agreement to be expanded to include activities related to recycling infrastructure and waste recovery.

1 BACKGROUND AND CONTEXT

Hyder has recently conducted a review of the future infrastructure needs for Mindarie Regional Council. One of the options for implementing infrastructure plan recommendations is for MRC to play a more active role in tendering, managing collection contracts, and owning or managing one or some of the facilities proposed, however under the current constitution MRC is limited in its role.

The WA State Government has recently announced a restructure under local government reform which will impact the membership and boundaries of the existing regional local governments. In addition the Government has announced the Waste and Resource Recovery Act review which has an emphasis on a strengthened role for statutory waste groups (equivalent to the existing RLGs). As a result, MRC has commissioned this review of the advantages and disadvantages for members resulting from a range of alternative management models. In undertaking the review Hyder has considered the models used in each WA RLG and in other jurisdictions across Australia.

There are currently five regional local governments in Perth as outlined in Table 1-3. The councils in bold will have new boundaries that extend outside their existing RLG boundaries and the City of Canning, which is currently not part of an RLG, may be absorbed into the structure.

Table 1-3 Regional local councils in WA

Regional local government	Members	Facilities
Mindarie Regional Council	Cambridge , Joondalup, Perth, Stirling, Vincent, Victoria Park , Wanneroo	Tamala Park Neerabup RRF (under contract to Sita)
Western Metropolitan Regional Council	Claremont, Cottesloe, Mosman Park, Peppermint Grove, Subiaco	Brockway transfer station DiCom AD facility
Southern Metropolitan Regional Council	Cockburn, Fremantle, East Fremantle, Kwinana, Melville, (parts of Canning)	Canning Vale Resource Recovery Facility (MRF, Bedminister MBT)
Eastern Metropolitan Regional Council	Bassendean, Bayswater, Belmont, Swan, Kalamunda, Mundaring	Red Hill Hazelmere
Rivers Regional Council	Armadale, Gosnells, Mandurah, South Perth , Murray, Serpentine Jarrahdale and Waroona (parts of Canning)	Finalising supply contract with Phoenix Energy for EfW

In 2013, the WA Local Government Association (WALGA) developed a position paper *Vision for Waste Management in the Metropolitan Area*, addressing the governance of waste management in WA. In the position paper they included a statement about the role for regional local governments. The position was supported by the Forum of Regional Councils, WALGA and appears to have been adopted by the State Government in the discussion papers supporting the WARR Act Review.

The WALGA position paper stated *“Regional Councils have developed various AWT facilities which are either managed by the Regional Councils or through an arrangement with a commercial operator. The ability of individual Local Governments to withdraw from Regional Councils represents a significant risk to the ongoing financial viability of both AWT’s and the Regional Councils.”*

As a result WALGA proposed a model for consolidating RLGs:

- Reduce the number of RLGs from five to three
- Compulsory Local Government membership
- Ability to operate on a commercial basis
- Geographically based boundaries
- Ability to appoint skills based members of the RLG and
- Provide mandatory and discretionary services.

The WALGA position is that the RLG’s role should be to:

- Develop and deliver a regional delivery plan compatible with the Waste Authority metropolitan wide plan for waste management.

The *WARR Act* review discussion paper aligns with WALGA’s position paper and highlights the need to review some key issues including collection and processing of waste, waste groups and infrastructure planning. Key issues highlighted in the *WARR Act* review discussion paper include:

- Experience in other jurisdictions highlights the benefits of aligning local government or regional council waste planning with State plans and strategies, and providing for compulsory membership of groups that coordinate procurement of waste services on behalf of member local governments. This is the direction proposed in the review.
- Boundaries of existing Regional Councils are not necessarily ideal to encourage efficient waste collection, transport and processing. There are opportunities to revise boundaries to create statutory Waste Groups having regard to planning and service delivery to support more efficient services. This may result in a reduced number of waste groups in the metropolitan area. Insecure membership directly affects the ability to make long term contract commitments. Certainty of local government membership of Waste Groups is essential if long term waste planning and investment decisions are to be made.
- One of the Waste Strategy’s initiatives is long-term planning for waste and recycling processing infrastructure. The focus of the planning is on waste processing and recycling facilities that divert waste from landfill to promote the most efficient use of resources.
- It is proposed to provide for statutory Waste Groups with compulsory local government membership. Each group will be required to operate in a manner that is consistent with a statutory waste infrastructure plan and targets in the Waste Strategy under the *WARR Act*. The role of Waste Groups would be to coordinate the procurement of waste processing services to ensure that appropriate services are acquired at least cost and that competition is maximised. This approach removes investment uncertainty and lack of commitment from local governments, and ensures Waste Groups deliver services consistent with the Waste Strategy and a waste infrastructure plan.

If the five RLG's were amalgamated into three there would be a need for determining the financial impacts on ownership and liability related to the existing infrastructure operated by each council. This is likely to involve a lengthy legal process.

The local government reform decision was announced in October 2014 with the intent of reducing the number of councils from 30 to 16. It is proposed that the new local governments and border changes occur from July 2015. As the reform timeframe will have an impact on RLG membership it provides a good opportunity to review the existing constitution/ establishment agreements including the scope of services being undertaken by each RLG.

As a result of the WARR Act review, local government reform and an increased need for strategic infrastructure investment, this report considers the advantages and disadvantages for MRC members resulting from a range of alternative service models.

2 MRC EXISTING STRUCTURE

2.1 GOVERNANCE MODEL

The Mindarie Regional District was formed under the provision of Section 697 of the Local Government Act 1960. In 1995 the Local Government Act was updated. As a result some modifications were made to the original constitution including an increase in the number of MRC members. In 1996 the Towns of Cambridge, Victoria Park and Vincent were admitted. In 1999 the City of Wanneroo and City of Joondalup (formed from the division of the City of Wanneroo) were admitted. The original constitution was retained, rather than moving to an Establishment Agreement¹ as used by other regional local governments. The membership arrangements are summarised below.

Under the current arrangements, participating councils are required to deliver waste to sites nominated by MRC; while MRC has the power to exempt a member council from this requirement.

Table 2-4 Date of Resolution

Constituent Municipality	Date of Resolution to join MRC	Share	Number of Councillors
City of Perth	16 February 1987	1/12	1
City of Stirling	1 April 1987	1/3	4
City of Wanneroo	25 February 1987 20 October 1999 (modified)	1/6	2
Town of Victoria Park	12 November 1996	1/12	1
Town of Cambridge	15 October 1996	1/12	1
Town of Vincent	28 October 1996	1/12	1
City of Joondalup	20 October 1999	1/6	2

¹ Under section 3.61 of the Local Government Act 1995

MRC still operates under a constitution. Most other regional local governments in WA are formed under an establishment agreement.

2.2 MRC DESIGNATED FUNCTIONS

The MRC Deed of Constitution defines waste as “*house and trade rubbish and refuse and other waste matter but does not include liquid wastes or any wastes composed substantially of liquid and does not include any waste retained by a constituent municipality for the purposes of recycling.*” This definition means that the MRC is not involved with the consolidation and processing of materials collected for recovery. The inclusion of trade rubbish allows for the management of commercial and industrial (C&I) and construction and demolition (C&D) waste destined for disposal.

MRC’s waste management responsibility is currently outlined as designated functions within the original constitution. This includes the services outlined in Table 2-5.

Table 2-5 Relevant Designated Functions

Designated Function	How this is currently enacted	Current Limitation
The orderly and efficient treatment and/or disposal of waste delivered to a building or place provided, managed or controlled for those purposes by the regional council	Through operation of Tamala Park and Neerabup RRF	Excludes collection of waste and collection and processing of material diverted from landfill (recyclables, garden organics, hazardous wastes, mattresses, metals etc)
The entry into contracts with a municipality or municipalities for the treatment and/or disposal of their waste which is delivered to a building or place provided, managed or controlled for those purposes by the regional council	Contract with SITA for the Neerabup Resource Recovery Facility	Excludes haulage contracts for waste delivered to a participating council or third party transfer stations
The provision and maintenance of buildings, places, equipment and machinery fit and reasonably necessary for the purpose of carrying out a designated function	Through the operation of Tamala Park and Neerabup RRF (weighbridge and educationcentre)	
The entry into contracts or lease agreements with other parties, permitting those other parties to undertake, for or on behalf of the regional council, any designated functions	Function is not currently optimised	Excludes ability to facilitate contracts for collection of waste and collection and processing of material not destined for landfill
The entry into contracts or lease agreements with other parties to enable the regional council to undertake or carry out any of its designated functions.	Sub contracts utilised at Tamala Park	Excludes ability to facilitate contracts for collection of waste and collection and processing of material not destined for landfill

Designated Function	How this is currently enacted	Current Limitation
The charging of fees to all individuals both natural and corporate for the carrying out of any designated functions.	Through shared gate fee for management of MRC operations	Excludes the ability to deliver a wide range of services as a fee per service, ie equivalent to 'consulting services' provided by some other member councils.
Subject to obtaining such Ministerial approval as may be necessary under Section 512(f) of the Local Government Act the sale of limestone and sand generated from waste disposal operations on Lot 17 Mindarie, and any material which may result from the treatment and/or disposal of waste.	Via current contract in place relating to Tamala Park	
Make by-laws for regulating the proceedings of the regional council.	MRC Standing Orders Local Law 2010 (amended 2013), MRC Waste Facility Site Local Law 2012 (amended 2013).	Limits the creation of standard/best practice by-laws that may benefit all member councils.
The carrying out and doing of all other acts and things which are reasonably necessary for carrying out or bringing into effect the designated functions herein or which are incidental to or consequential upon their operation.	Through providing education services, advice and strategy work on behalf of member councils. Could be better utilised.	Excludes ability to facilitate contracts for support services that would benefit optimal waste collection and processing for material streams that are diverted from landfill.

2.3 FINANCIAL GOVERNANCE

Under the current arrangements MRC recovers costs through a fixed gate fee paid by member councils for each tonne of waste delivered to its facilities. This apportions the costs as a user pays system. If the costs exceed the amount re-couped through gate fees, both commercial and member council gate fees, there is a mechanism for cost recovery outlined in the constitution to use any of the methods below:

- even portions
- usage by each constituent
- predicted usage of the facilities

The ability of MRC to borrow is set by Part 6, Division 5, Subdivision 3 of the *Local Government Act, 1995*.

The MRC's *Deed of Settlement, 1996*, which is an addendum to the Constitution, required MRC to redistribute its profits to the constituent municipalities whilst having regard for the management of cash flow and financial requirements. The regional council was encouraged to operate profitably and be self-funding and to be responsible for the raising of any capital to meet its liabilities independent of the constituent municipalities. It also allowed for MRC to seek

an annual contribution or a capital contribution from constituent municipalities in the event that it was not run profitably or unable to borrow money. The ability to accept C&I waste, in the existing and proposed facilities may assist in MRC being able to disperse its costs, however in recent years, unforeseen capital and maintenance costs from the existing operations have resulted in increasing costs.

3 OUTLINE OF SERVICES PROVIDED BY WASTE MANAGEMENT BODIES

By way of background, Hyder has considered the range of services that may be provided by regional municipal waste management bodies, in various jurisdictions. A description of each service provided is outlined in Table 3-6.

Table 3-6 Description of waste services

Services	Service description
Own and operate waste management facilities	For example landfills, transfer stations, resource recovery facilities (MRF, AWT, EfW, reuse shops).
Strategy development	Set long term regional strategy including specific goals and objectives.
Policy development	Document a regulatory position on particular issues.
Reporting and data collection	Collecting, analysing and documenting high level data such as waste collected, recovered and disposed and reporting back to key stakeholders including state government. And may include collection of operational data such as customer service enquiries, participation rates, vehicle data etc.
Education and Community Engagement Services	Production of information brochures – such as web content, posters, flyers, waste calendars. Conducting school programs, community training courses and tours. Consulting the community on key issues and decisions.
Manage tendering	Manage the tender process for the collection, processing and disposal of waste on behalf of multiple councils.
Manage tendering where council is not party to contract	Provide a forum for member Councils to negotiate tenders for the collection, processing and disposal of waste.
Consulting Services	Provision of advice on a cost per service basis for member councils – for example technical advice, project management support, trials, audits.
Customer services	Operate call centre for collection contract.
Waste collection	Own and operate a fleet of collection vehicles

Services	Service description
Manage collection services or contracts	Act as contract manager for the council collection services – managing performance issues, reporting, invoicing and day to day liaison with the contractor on operational issues.
Manage other waste services	Public place bins, event waste management, street sweeping.
Illegal dumping and litter management & investigation	Managing reporting, investigation, collection and penalty infringement notices related to litter and illegal dumping.
Support services	Truck wash down bay, truck maintenance

4 MEMBER COUNCIL SERVICES

Table 4-7 outlines the summary of the services provided by each member council and MRC. Most councils offer the same range of services with the main distinction being those that own and operate waste facilities and provide waste collection/support operations.

Table 4-7 Services offered by each MRC member council

Services	MRC	Cambridge	Joondalup	Perth	Stirling	Victoria Park	Vincent	Wanneroo
Own and operate waste management facilities	✓ <input type="checkbox"/>	✗ <input type="checkbox"/>	✗	✗	✓	✗	✗	✓
Strategy development	✓ <input type="checkbox"/>	✓ <input type="checkbox"/>	✓	✓	✓	✓	✓	✓
Policy development	✓ <input type="checkbox"/>	✓ <input type="checkbox"/>	✓	✓	✓	✓	✓	✓
Reporting and data collection	✓ <input type="checkbox"/>	✓ <input type="checkbox"/>	✓	✓	✓	✓	✓	✓
Education and Community Engagement Services	✓ <input type="checkbox"/>	✓ <input type="checkbox"/>	✓ <input type="checkbox"/>	✓	✓	✓	✓	✓
Manage tendering	✓ <input type="checkbox"/>	✓ <input type="checkbox"/>	✓	✓	✓	✓	✓	✓
Manage tendering where council is not party to contract	✗	N/A						
Consulting Services (ie research, trials, audits)	✗	N/A						
Customer services including call centre	✗ <input type="checkbox"/>	✓	✓	✓	✓	✓	✓	✓
Waste collection	✗ <input type="checkbox"/>	✗ <input type="checkbox"/>	✗ <input type="checkbox"/>	✓ <input type="checkbox"/>	✓ <input type="checkbox"/>	✗ <input type="checkbox"/>	✗ <input type="checkbox"/>	✓ <input type="checkbox"/>
Manage collection services or contracts	✗ <input type="checkbox"/>	✓	✓	✓	✓	✓	✓	✓
Manage other waste services (public place bins, event waste management)	✗ <input type="checkbox"/>	✓	✓	✓	✓	✓	✓	✓
Illegal dumping and litter management & investigation	✗ <input type="checkbox"/>	✓	✓	✓	✓	✓	✓	✓
Support services (truck wash down bay, truck maintenance)	✓ <input type="checkbox"/>	✗ <input type="checkbox"/>	✗	✓	✓	✗	✗	✓

5 OTHER WA REGIONAL LOCAL GOVERNMENTS

There are four other regional local governments that manage waste in the Perth metropolitan area. Each has different powers within their establishment agreement. A summary of each regional council's establishment agreement and scope of services are outlined below.

5.1 EASTERN METROPOLITAN REGIONAL COUNCIL

The EMRC was enabled through a Constitution Agreement in 1983 under the *Local Government Act, 1960*. It transitioned to an establishment agreement in 1998 under the *Local Government Act, 1995*. There are 6 participating councils including the Cities of Bayswater, Belmont, Swan, Shires of Kalamunda, Mundaring and the Town of Bassendean.

The EMRC regional purpose, as outlined in the establishment agreement, is the removal, processing, treatment and disposal of waste; risk management, training and advisory services; environmental services; regional, economic and community development. The establishment agreement requires each project to have a business plan and agreement signed by the participants wishing to be part of the project.

Compared to other regional councils in WA the EMRC has a broad range of services that participating councils can utilise on an opt-in basis. These include: insurance services; legal services; regional operation services (including construction); administration and financial services; public relations; co-ordination and planning; recreational and cultural services facilities; regional library services; facilitating, initiating and managing a broad range of matters related to social and economic development.

The appointment of members is not based on population, with 2 members from each participating council appointed to the EMRC Council. Participant contributions are calculated based on population data.

5.2 RIVERS REGIONAL COUNCIL

The RRC was established in 2001 under section 3.61 of the *Local Government Act 1995* and was expanded in 2008. There are 7 participants including the Cities of Armadale, Gosnells, Mandurah, South Perth and the Shires of Murray, Serpentine Jarrahdale and Waroona.

The RRC regional purpose is to undertake the processing, recycling, treatment, sale and disposal of household waste delivered by the participating councils; identify funding opportunities; influence local, State and Federal Government policy and community education². The collection of waste is not specifically mentioned in the regional purpose. However the clause allowing RRC to “*carry out and do all other acts and things which are reasonably necessary*” may allow for this responsibility to be assumed.

RRC is limited to the management of household waste which is defined as “*all waste from residential premises within the district of a participant which is collected by or on behalf of a participant but excludes that waste where it is garden waste, recyclable waste or bulk rubbish collected separately from other waste.*”

² Rivers Regional Council (2008) Deed of Agreement

Practically since its inception, RRC has been facilitating joint working between the participating councils with the intention of establishing a regional waste processing contract. The regional waste processing contract has been provisionally awarded to a third party for energy from waste provision. Therefore RRC is unlikely to own or operate facilities, but is likely to continue to facilitate joint working through regional strategy development, education, tendering services and other support services as required.

The appointment of members (elected representatives from participating councils) is not based on population, with 2 members of each participating council appointed to the RRC. Participating council financial contributions are calculated from the number of tonnes of the participant's waste in the previous year relative to the total amount from all of the member councils.

5.3 SOUTHERN METROPOLITAN REGIONAL COUNCIL

The SMRC began through a Constitution Agreement in 1991 under the *Local Government Act, 1960*. It transitioned to an establishment agreement in 1998 under the *Local Government Act, 1995*. There are 5 participating councils including the Cities of Cockburn, Fremantle, Kwinana and Melville and the Town of East Fremantle.

The SMRC regional purpose is to plan, coordinate and implement the removal, processing, treatment and disposal of waste for the benefit of the communities of the participants; to influence local, State and Federal Governments in the development of regional waste management policies and legislation³. The establishment agreement requires each project to have a business plan and agreement signed by the participants wishing to be part of the project.

SMRC operates the Resource Recovery Centre at Canning Vale. It includes:

- Material recovery facility
- Greenwaste mulching shed
- Mechanical biological treatment facility for mixed waste
- Waste audit facility and education centre

Hyder was unable to obtain the Constitution Agreement to determine the definition of waste however SMRC appear to be responsible for processing of the full range of kerbside collected materials. The appointment of members is not based on population, with 1 member from each participating council appointed to the SMRC. Participant contributions are calculated based on population data.

5.4 WESTERN METROPOLITAN REGIONAL COUNCIL

The WMRC was enabled via a Constitution Agreement in 1989 under the *Local Government Act, 1960*. It transitioned to an establishment agreement in 1998 under the *Local Government Act, 1995*. There are 5 participating councils including the Towns of Claremont, Cottesloe, Mosman Park, Shire of Peppermint Grove and the City of Subiaco.

³ Southern Metropolitan Regional Council (1998) Establishment Agreement

The WMRC regional purpose is the collection, treatment and disposal of waste; the recycling or reuse of waste including greenwaste and soil; provision of facilities for collection, disposal, reuse or recycling; education and promotion⁴.

The WMRC has a broad scope for the management of waste which is defined as “*any and all kinds of rubbish, refuse and waste material which local governments are from time to time permitted by law to collect, treat or dispose of.*”

WMRC operates the JFR (Jim) McGeough Resource Recovery Facility (RRF) which is a transfer station that accepts general waste, greenwaste, domestic recyclables, bulky and hazardous waste. Anaeco has constructed the DiCOM anaerobic digestion plant at the JFR RRF. WMRC is contracted to 2031 to deliver 31,000 tonnes of municipal solid waste annually to the Anaeco DiCOM facility.

The appointment of members is not based on population, with 1 member from each participating council appointed to the WMRC. Participant contributions are calculated based on population data.

6 COMPARISON WITH OTHER STATES

Most states have some form of regional council groupings due to the efficiencies available from councils working together. Some regional councils are grouped voluntarily, while others are mandated via legislation.

The Victorian regional waste management groups were overhauled by the State Government in 2014, replacing the thirteen regional waste management groups with seven new waste and resource recovery groups, giving them powers to undertake regional waste planning for all waste streams (including C&I and C&D) and to facilitate joint procurement by local governments.

NSW legislation facilitates but does not stipulate the structure of Regional Organisations of Councils (ROC). Membership is voluntary and councils have flexibility in determining how the entity can meet its purpose. Under the NSW Local Government Act, 1993 ROC's are not legal entities which prevents them owning and operating infrastructure. ROCs provide a forum for the organisation of formal legal relationships between councils as a means of conducting shared operations. Waste is only one of the issues dealt with at ROCs which can also include public transport & roads, sports field management, environmental sustainability and cultural services (much the same as EMRC).

Queensland's *Waste Reduction and Recycling Act 2011* provides a mechanism to create planning entities – which can include regional local governments. It is not compulsory, but organisations that are defined as a planning entity are required to conduct a range of strategy and reporting activities under the act. Some groups of councils in Queensland work together under this mechanism, however when the Queensland government withdrew the landfill levy, the momentum to deliver the state and regional waste strategies slowed significantly.

In South Australia there are a range of regional authorities including the East Waste, Southern Regional Waste Resource Authority, Fleurieu Regional Waste Authority and Central Waste Authority. There is a mechanism under the *Local Government Act SA 1999* to form a regional subsidiary. The waste authorities conduct a range of services – some provide all operational services – including waste collection and operation of waste management facilities, others provide more of an administrative support role in coordinating strategy and projects.

⁴ Western Metropolitan Regional Council (1998) Establishment Agreement

Tasmania has three regional local governments which were formed through a voluntary arrangement according to their geographic area. The Northern Tasmanian Waste Management Group has 7 members, Cradle Coast Waste Management Group has 9 members and the Southern Waste Strategy Authority has 11 members. Each group has between 2-4 paid staff that administer the functions of the group which are funded through a voluntary waste levy imposed on members. The waste levy is \$5/tonne for the Southern Waste Strategy Authority and Cradle Coast and \$10 per tonne for Northern Tasmania. The funds are directed back into programs that are outlined in their regional strategies. Their scope of services includes administering shared projects, education programs, reporting, best practice, trials and managing some shared service contracts.

A few key examples of regional local governments with differing levels of service provision are outlined below.

6.1 SOUTHERN SYDNEY REGIONAL ORGANISATION OF COUNCILS (SSROC) (NSW)

SSROC has 16 participating councils and was formed under section 7(1) of the *Associations Incorporation Act, 1984 (NSW)*. The board of SSROC is made up of two councillors, or delegates, from each member council. The inclusion of delegates differs from the WA agreements and allows for technical staff to be included.

The Associations Incorporation Act prevents associations from securing financial gain for members. Therefore the SSROC organisation acts as a facilitator of joint activities between councils rather than as an operator of infrastructure and provider of services. Waste related facilitation includes waste audits, setting waste management strategy and regional processing contracts.

6.2 SHORE REGIONAL ORGANISATION OF COUNCILS (SHOROC) / KIMBRIKI ENVIRONMENTAL ENTERPRISES

SHOROC has 4 participating councils and was formed under section 7(1) of the *Associations Incorporation Act, 1984 (NSW)*. The SHOROC Board comprises the four Mayors and the four General Managers of the member councils. The objectives of SHOROC are planning and collaboration, cooperation and resource sharing, and advocacy and regional leadership. Waste management related activity includes waste management strategies and regional collection contracts.

Because of the limitations of the *Associations Incorporation Act* the SHOROC councils also entered a joint venture to deliver waste services - Kimbriki Environmental Enterprises Pty Ltd (KEE) in 2009. The joint venture provides some level of protection from the risks associated with the management of the organisation.

KEE owns and operates the landfill at Kimbriki. Resource recovery activities such as vegetation and wood processing and C&D recycling are contracted out by KEE to third parties who operate on the site. KEE is in the process of procuring an advanced waste treatment facility for the site.

Each of the SHOROC member councils are shareholders of KEE. The KEE business is directed by an independent non-executive Board of Directors and a management team appointed by SHOROC.

6.3 BRISBANE CITY COUNCIL (QLD)

The *City of Brisbane Act, 1924* merged 20 local government areas of various sizes into the City of Brisbane, forming the largest local council in Australia, governed by the Brisbane City Council (BCC). The *City of Brisbane Act, 2010* sets the day to day operations and long-term plans as the *Local Government Act 2009* (QLD) does not apply to BCC, its councillors, employees, agents or contractors.

BCC is a local government operating on a regional scale servicing over 1 million residents, and is an example of a full service model. Its services cover the full spectrum of waste management activities including landfill, transfer stations, waste collection, illegal dumping, litter, hazardous waste, e-waste and waste education. Waste collection is performed under one integrated contract which covers the entire council area. The landfill and transfer station network is operated under an alliance contract which is unique to local government waste operations in Australia. Sharing risk with the operator in an alliance contract results in lower risk premiums and therefore a lower contract cost. It also enables easier alterations to the contract when compared to a conventional contract.

6.4 EASTERN WASTE MANAGEMENT AUTHORITY (SA)

Eastern Waste Management Authority operates under the trading name of East Waste. It comprises of 6 member councils. It is a shared services organisation operating a waste depot and a fleet of 35 collection vehicles that service all waste operations needs for the 6 member councils. It is governed by a board with one member from each council, and an independent chair. The General Manager is responsible for the day to day operations and manages the fleet, strategy and customer services staff. It offers services to non-member councils on a fee for service basis.

6.5 CENTRAL LOCAL GOVERNMENT REGION (SA)

The Central Local Government Region of South Australia has 15 participating councils and was established in 1998 under section 200 of the *Local Government Act* (SA), 1934 as a controlling authority. The Central Region continues in existence as a regional subsidiary under Part 2 of Schedule 2 of the *Local Government Act* (SA), 1999.

The Central Region has a broad purpose ranging from facilitation and co-ordination to the ability to undertake projects and activities that benefit the region. The power to undertake projects does not appear to extend to infrastructure and services as the primary waste management activities are based around setting regional strategy and providing support through the regional waste management coordinator.

6.6 FLEURIEU REGIONAL WASTE AUTHORITY (SA)

Fleurieu Regional Waste Authority waste established in 2010 as a regional subsidiary under the *Local Government Act SA 1999*. It comprises four member councils with a board consisting of 2 representatives (one elected and one officer) from each member council and an independent chair.

Under its charter it is responsible for providing and operating waste management services on behalf of the member councils. This includes operating the waste transfer station and provision of kerbside collection services, public litter and event bin collections. The regional council has

developed a 10 year strategic plan and a 3 year business plan which forms the basis of its operations.

6.7 VICTORIAN REGIONAL WASTE MANAGEMENT GROUPS

Under the *Environment Protection and Sustainability Victoria Amendment Bill, 2014* the seven regional waste management groups (RWMG) are state government agencies funded by the hypothecated landfill levy. Each RWMG has an 8 person Board appointed by the State Government, which includes 4 skills based appointments and 4 local government appointments. The RWMG's are responsible for all waste streams – municipal solid waste, construction and demolition and commercial and industrial waste.

The RWMG's have a statutory requirement to provide long term planning for all waste streams. The 2014 legislative revision changed the focus from individual project delivery to facilitating the delivery of state-wide programs. There is only one RWMG servicing Melbourne with the 31 metropolitan council members - the Metropolitan Waste and Resource Recovery Group (MWRRG). Assistance provided by MWRRG to councils includes:

- advising on best practice guidelines in municipal waste management and resource recovery technologies
- coordinating education and awareness-raising programs for the community
- commissioning and undertaking research into municipal waste management and resource efficiency
- assisting metropolitan councils procure waste management services from waste service providers
- managing contracts and arrangements between metropolitan councils and the providers of waste management services and facilities to those metropolitan councils
- assessing the need for and planning for municipal waste management infrastructure and landfills in metropolitan Melbourne.

Figure 6-1 shows MWMG's role in landfill contracts for metropolitan councils with the green area representing member councils who participate in a MWMG contract.

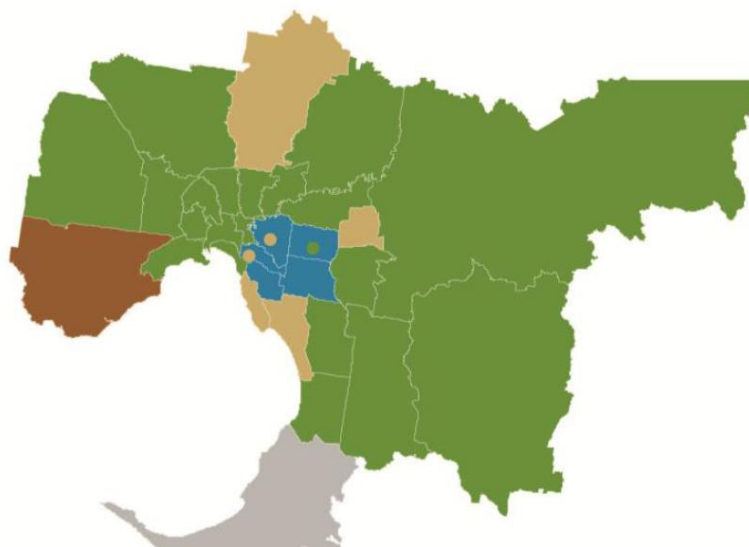


Figure 6-1 Structure of council landfill contracts in metropolitan Melbourne

The MWMG distributes funds collected through the landfill levy. In 2014-2015 it is anticipated that it will distribute around \$4 million⁵.

7 COMPARISON OF SERVICES OFFERED

A summary of the responsibilities and services offered by the WA RLGs and the key interstate RLG's is summarised below in Table 7-8.

Table 7-8 Comparison of services provided by regional councils in Australia

Services	MRC	RRC	SMRC	WMRC	EMRC	SSROC	SHOROC	Brisbane	East Waste	Fleurieu	Victoria
Own and operate waste management facilities	✓□	✗	✓	✓	✓	✗	✗	✓	✓	□	✗
Regional strategy development	✓□	✓	✓	✓	✓	✓	✓	✓	✓	□	✓
Regional policy development	✗□	✗□	✓□	✗□	✗□	✗□	✗□	✓□	✗□	□	✓□
Reporting and data collection	✓□	✓	✓	✓	✓	✓	✓	✓	✓	✓□	✓
Education and Community Engagement Services	✓□	✓□	✓	✓	✓	✓	✓	✓	✓	✓□	✓
Manage tendering where regional council is party to contract	✓□	✗	✓	✓	✓	✗		✓	✓	✓□	✓
Manage tendering where regional council is not party to contract	✗□	✓□	✓□	✗	✓	✓	✓	✗	✓	✓□	✓
Consulting Services (ie research, trials, audits)	✗□	✗	✓	✗	✓	✗	✓	✓	✓	✓□	✓
Customer services including call centre	✗□	✗	✓	✓	✓	✓	✓	✓	✓	✓□	✓
Waste collection	✗□	✗□	✗□	✗□	✗□	✗□	✗□	✗□	✓□	✓□	✗□

⁵ Metropolitan Waste and Resource Recovery Group (2013) The Metropolitan Waste Management Group Business Plan 2013-16

Services	MRC	RRC	SMRC	WMRC	EMRC	SSROC	SHOROC	Brisbane	East Waste	Fleurieu	Victoria
Manage collection service contracts	✗ <input type="checkbox"/>	✗	✗	✗	✗	✗	✗	✓	✓	✓ <input type="checkbox"/>	✓
Manage other waste services (public place bins, event waste management)	✗ <input type="checkbox"/>	✗	✗	✗	✗	✗	✗	✓	✓	✓ <input type="checkbox"/>	✓
Illegal dumping and litter management & investigation	✗ <input type="checkbox"/>	✗	✗	✗	✗	✓	✓	✓	✓	✓ <input type="checkbox"/>	✓
Support services (truck wash down bay, truck maintenance)	✗ <input type="checkbox"/>	✗	✗	✗	✗	✗	✗	✓	✓	✓ <input type="checkbox"/>	✗

8 ALTERNATIVE MODELS FOR MRC

The previous section of the report highlights the wide variety of operating models throughout Australia. Hyder has categorised the service ranges into five broad groupings as outlined below:

1. Full service - adopting all waste services currently conducted by local councils in addition to owning and operating waste facilities
2. Infrastructure services – owning and operating some processing facilities and support services such as regional waste strategy, education services and tendering services
3. Centralised service delivery –managing services related to processing facilities but not collection services
4. Basic service delivery – similar to MRC’s current operations
5. Administrative management – no involvement with running a facility, just administrative support for member councils

Table 8-9 outlines the type of services provided in each service model in relation to potential models that could apply to MRC.

Table 8-9 Alternative service models

Services	Full service	Infrastructure services	Centralised	Basic	Administrative
Own and operate Tamala Park WMF					
Own and operate other waste facilities					
Regional strategy development					
Regional policy development					
Reporting and data collection					
Education Services					
Manage tendering where regional council is party to contract					
Manage tendering where regional council is not party to contract					
Consulting Services (ie research, trials, audits)					
Customer services including call centre					
Waste collection					
Manage other waste services (public place bins, event waste management)					
Illegal dumping and litter management & investigation					
Support services (truck wash down bay, truck maintenance)					

Table 8-10 outlines some high level advantages and disadvantages of each service model.

Table 8-10 Advantages and disadvantages of each service model

Service model	Advantages	Disadvantages
Full service	Consistency in service provision across the region. Some economies of scale particularly in relation to customer services managing other waste services, illegal dumping and litter services and support services.	Under local government reform each council will be large enough to optimise collection efficiencies from the private sector. A model like this may create monopolies and inefficiencies from managing a collection operation of that scale.
Infrastructure services	This would provide a model where MRC, or a council under contract to MRC, could own and operate facilities where it is most efficient to do so – for example the transfer station and bulk waste shed. Other infrastructure would be outsourced where it is less efficient for MRC to operate (ie EfW).	Government bodies may not be best positioned to own and operate facilities due to a range of overheads and decision making processes that prevent the ability to be mobile to respond to markets and industry changes in the same way that the private sector can.
Centralised services	This model promotes the benefits of a market driven service approach with MRC managing the centralised contracts and providing support services where it is efficient to do so	Some cost benefits, and asset benefits from owning and operating shared facilities, such as the transfer station, bulk waste shed and MRF may not be realised.
Basic services	Simple operating model, low costs and only basic services required	No economies of scale for major cost infrastructure and services.
Administrative services	Simple operating model, low costs and only basic services required.	No economies of scale for major cost infrastructure and services. The costs and considerations associated with changing ownership and operation of Tamala Park may outweigh any perceived benefits

The success of each of these models relies on commitment from the RLG and member councils to the preferred approach. The core elements of effective RLG models across Australia are:

- Highest level commitment to a centralised strategy that has been developed in consultation with key parties.
- Availability of a realistic delivery mechanism for the strategy via appropriately qualified and resourced staff, funding and realistic timeframes.
- Alignment of the centralised strategy with government priorities and resourcing.
- Stability in council membership, and in core delivery staff and management both within the councils and the RLG.

In considering the advantages and disadvantages of each model Hyder has taken into account the following considerations:

- The rationale behind local government reform is to consolidate councils into large enough groups to achieve economies of scale in their own right on core service delivery. This is likely to apply to waste collection contracts, public place bin management and customer services. However the councils are not of a significant enough size to generate enough waste to optimise efficiencies in processing facilities.
- Economies of scale, including significant cost savings through reduced risks and optimal facility management, can be achieved through consolidating tonnages for waste processing facilities, particularly advanced waste treatment facilities (EfW and MBT).
- RLG's are generally geographically grouped. Significant costs are incurred in transporting waste materials. Processing infrastructure is currently located across the metropolitan and outer metropolitan area meaning tendering in the open market may offer gate fees that are preferable in areas that result in higher transport impacts. If core infrastructure can be located centrally to member councils there is a combined benefit of optimising transport efficiencies and processing fees through provision of guaranteed tonnages.
- For development of new facilities, if the centralised land is owned by the RLG, or through an agreement with a member council, it provides certainty for third parties to tender for the facility, and creates a level playing field to attract a greater range of proponents and therefore improved price competitiveness.
- The majority of council officers and management are responsible for a wide variety of roles and responsibilities. The day to day priorities are often influenced by political, customer service or staffing issues making it difficult to complete projects in an efficient manner. Dedicated project managers that are not affected by day to day operations of local council can ensure that key projects can be delivered more efficiently. If the projects are delivered quickly the cost efficiencies resulting from the outcome can be delivered earlier.
- Tendering for waste facilities requires specialist skills, and the ability to manage all stakeholders in the process effectively to reach a consensus outcome. Given the potential scale of procurement to be undertaken for the region there are likely to be benefits in having one or two dedicated project managers to facilitate the delivery of infrastructure for the region.
- Reporting and data collection is generally best delivered on a regional scale as monitoring the effectiveness of services relies on monitoring trends and comparison with other similar organisations. Understanding the data quality, and consistency in data collection is also essential. Most councils and regulatory agencies have similar reporting requirements, therefore having this service centralised can benefit all organisations involved.
- It is assumed that education services would be provided at all levels by the organisation that is best placed to do so. Engaging the community is essential to the efficiency and outcomes of any service. The proposed scale of the reformed local authorities would justify the presence of an education officer in each council to respond to customer enquiries, attend schools, community presentations and respond to ongoing service issues. However under the proposed WARR Act reform and the requirement for consistent collection systems there are likely to be benefits in centralised production of support resources such as consistent branding, web based information, service calendars, posters, brochures, tours and support for events and school programs.

Where different waste collection contractors are used within a member council it is likely

to be most efficient to keep education and customer services in-house to provide clarity and consistency to residents.

- In most instances illegal dumping and littering behaviour are one off or minor incidents. However these behaviours can also be systemic and motivated by a desire to avoid costs and undermine the system. Local government officers are often not resourced appropriately to conduct full investigation, enforcement and prosecution of the systemic offenders due to the high volume of other enquiries they manage on a day-to-day basis. There are benefits in having one or two dedicated regional staff to manage the systemic illegal activity that may cross council borders.
- Support services, such as truck maintenance and wash-down bays, can benefit from economies of scale. Large councils operating day labour fleets, including parks and other civil works services, are likely to be optimising the efficiency of their support services. Where the operational services are outsourced to third parties the third party is likely to be best placed to deliver these services.

8.1 COST CONSIDERATIONS

Hyder conducted a high level assessment of cost considerations related to each alternative regional model. To undertake a comparison it is assumed that the costs would apply to the reduced number of councils (5 in total) under the local government reform, and that some operational cost efficiencies will already be delivered through the amalgamated council structure.

Considerations related to cost are outlined in Table 8-11.

Table 8-11 Cost considerations

Services	Comments
Own and operate Tamala Park WMF	Not included in cost benefit as considered to be standard across all options and no cost benefit in outsourcing
Own and operate other waste facilities	Not included in costs as infrastructure report covers the options & costs. Note: efficiencies of scale are likely by combining waste volumes.
Regional strategy development	Cost savings through centralised management of strategy development and implementation with improved outcomes
Regional policy development	Cost savings through centralised management of policy development
Reporting and data collection	Cost savings through centralised management of data collection, reporting and analysis
Education Services	Cost savings through centralised delivery but requirement for some specific education services in each city
Manage tendering where regional council is party to contract	Assumes tender management cost plus external support costs. Savings expected through reduced external support costs.
Manage tendering where regional council is not party to contract	Assumes tender management cost plus external support costs. Savings expected through reduced external support costs

Services	Comments
Consulting Services (ie research, trials, audits)	Not included in cost benefit as each member will pay for cost per service
Customer services including call centre	Cost savings from centralised customer services only if collection services are centralised
Waste collection	No cost savings anticipated as amalgamated scale expected to already be sufficient therefore not included in cost benefit
Manage other waste services (public place bins, event waste management)	No cost savings anticipated as amalgamated scale expected to already be sufficient therefore not included in cost benefit
Illegal dumping and litter management & investigation	Cost recovery expected through targeted investigations therefore not included in cost benefit
Support services (truck wash down bay, truck maintenance)	No cost savings anticipated as amalgamated scale expected to already be sufficient therefore not included in cost benefit

Hyder has applied some high level costs relating to average staff (full time equivalent – FTE) time required for each service. Average staff salaries including a 35% overhead have been assumed. The modelling compares the time and cost impact of the services being predominantly delivered by individual councils compared to predominantly centralised services provided by MRC. The costing recognises that regardless of the service there is likely to be some input required for each task at both a local and regional council level.

For simplicity it is assumed that each council and each service requires the same resources regardless of the service model. The cost assumptions relating to FTE staff required for each task are outlined in Table 8-12. Where additional external costs are likely to be required, for example consulting or legal costs they have also been included.

Additional efficiencies are likely to be gained from having dedicated staff for tendering, strategy, data reporting etc within MRC compared to local councils that may also be able to deliver outcomes more efficiently as they are more likely to be project oriented and less distracted by day to day operations, customer services and political issues.

Table 8-12 Detailed cost assumptions

Services	Additional costs (ie consultants)	FTE salary (inc oncosts)	Individual council impact (x 5 councils)					Shared cost				
			Cost/council (inc consultants)	FTE	MRC cost	FTE	Total cost	Cost/ council (inc consultants)	FTE	MRC cost	FTE	Total cost
Regional strategy development	\$30,000	\$101,250	\$50,250	0.2	\$10,125	0.1	\$261,375	\$40,125	0.1	\$60,375	0.3	\$261,000
Regional policy development		\$101,250	\$20,250	0.2	\$0	0	\$101,250	\$0		\$10,125	0.1	\$10,125
Reporting and data collection		\$101,250	\$10,125	0.1	\$10,125	0.1	\$60,750	\$0		\$20,250	0.2	\$20,250
Education Services		\$87,750	\$131,625	1.5	\$175,500	2	\$833,625	\$87,750	1	\$263,250	3	\$702,000
Manage tendering where regional council is party to contract	\$20,000	\$101,250	\$50,375	0.3	\$10,125	0.1	\$262,000	\$25,062	0.05	\$121,250	1	\$246,563
Manage tendering where regional council is not party to contract	\$20,000	\$101,250	\$40,250	0.2	\$0		\$201,250	\$25,062	0.05	\$121,250	1	\$246,563
Customer services including call centre		\$74,250	\$222,750	3	\$0		\$1,113,750	\$7,425	0.1	\$668,250	9	\$705,375

The costs against each model have been summarised in Table 8-12. Annual costs have been estimated at between \$130,000 - \$700,000 per year through providing various shared service models.

Table 8-13 Estimated annual costs, FTE's and savings

Services	Individual		Regional		Comparison	
	Cost	FTE	Cost	FTE	Cost Saving	FTE
Full service	\$2,632,750	29.8	\$1,945,313	21.1	-\$687,438	-8.7
Infrastructure services	\$2,632,750	28.8	\$1,945,313	19.9	-\$687,438	-9.0
Centralised	\$2,632,750	28.8	\$1,945,313	19.9	-\$687,438	-9.0
Basic	\$1,357,000	12.2	\$1,229,813	10.3	-\$127,188	-2.0
Administrative	\$1,357,000	12.2	\$1,229,813	10.3	-\$127,188	-2.0

9 RECOMMENDED APPROACH

Considering the proposed changes under the *WARR Act* and the recommendations outlined in the infrastructure assessment report, Hyder recommends that MRC and its member councils adopt an infrastructure service model approach. This provides an opportunity to deliver the land, infrastructure and processing services where it is most beneficial to do so, or to outsource to the market where it is most efficient to do so.

The local government reform process provides an opportunity for the designated functions within the establishment agreement to be expanded to include activities related to recycling infrastructure and waste recovery.