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APPENDICES

**Ordinary Council Meeting –
6 April 2017**

Financial Statements for the period ended 31 January 2017

Item
9.1

APPENDIX NO. 1

Item
9.1



MANAGEMENT FINANCIAL STATEMENTS

**FOR THE MONTH ENDED
31 JANUARY 2017**

Mindari Regional Council
INCOME STATEMENT BY NATURE AND TYPE
For the month ended 31 January 2017

Description	Adopted Budget	YTD Budget	YTD Actual	\$ Variance	% Variance	Note
Revenue from Ordinary Activities						
Member User Charges						
User Charges - City of Perth	2,244,000	1,351,841	1,338,141			
User Charges - City of Wanneroo	12,210,000	7,362,441	6,956,950			
User Charges - City of Joondalup	10,807,500	6,516,751	5,376,151			
User Charges - City of Stirling	12,830,115	7,749,108	6,894,076			
User Charges - Town of Cambridge	1,435,500	865,404	696,351			
User Charges - City of Vincent	2,508,000	1,511,808	1,355,026			
User Charges - Town of Victoria Park	2,722,500	1,641,133	1,200,922			
User Charges - RRF Residues	8,035,500	4,724,874	5,043,561			
	52,793,115	31,723,360	28,861,178	(2,862,182)	(9.02%)	
Non Member User Charges						
User Charges - WMRC	3,052,500	-	-	-		
User Charges - City of South Perth	-	-	-	-		
User Charges - Casual Tipping Fees	2,981,848	1,872,902	1,718,309	(154,593)	(8.25%)	
	6,034,348	1,872,902	1,718,309	(154,593)	(8.25%)	
Total User Charges	58,827,463	33,596,262	30,579,486	(3,016,776)	(8.98%)	1
Other Charges						
Service Charges						
Sale of Recyclable Materials	785,000	457,917	454,067	(3,850)	(0.84%)	
Gas Power Generation Sales	580,000	548,000	554,177	6,177	1.13%	
Grants and Subsidies	-	-	-	-		
Contributions, Reimbursements & Donations	5,000	300	5,906	5,606	1868.54%	
Interest Earnings	593,000	345,917	314,798	(31,119)	(9.00%)	
Other Revenue	352,300	231,875	223,587	(8,288)	(3.57%)	
Total Other Charges	2,315,300	1,584,009	1,552,534	(31,474)	(1.99%)	
Total Revenue from Ordinary Activities	61,142,763	35,180,271	32,132,021	(3,048,250)	(8.66%)	
Expenses from Ordinary Activities						
Employee Costs	5,410,752	3,068,927	2,810,650	258,277	8.42%	2
Materials and Contracts						
Consultants and Contract Labour	1,034,000	234,700	495,965	(261,265)	(111.32%)	
Communications and Public Consultation	377,980	71,150	85,503	(14,353)	(20.17%)	
Landfill Expenses	1,262,600	499,907	564,756	(64,849)	(12.97%)	
Office Expenses	217,740	122,473	114,481	7,992	6.53%	
Information System Expenses	178,900	90,300	61,292	29,008	32.12%	
Building Maintenance	207,800	65,053	70,895	(5,842)	(8.98%)	
Plant and Equipment Operating & Hire	995,280	414,869	360,004	54,865	13.22%	
RRF Other Operating Expenses	26,211,300	15,211,228	15,542,226	(330,998)	(2.18%)	3
Waste Minimisation	3,052,500	-	-	-		
Utilities	185,229	108,217	158,520	(50,303)	(46.48%)	
Depreciation	1,705,220	994,712	1,127,290	(132,578)	(13.33%)	
Borrowing Costs	382,472	139,776	58,241	81,535	58.33%	
Insurances	293,676	104,195	82,955	21,240	20.38%	
DEP Landfill Levy	13,138,200	7,990,835	6,657,448	1,333,387	16.69%	4
Land Lease/Rental	709,000	411,500	410,306	1,194	0.29%	
Other Expenditure						
Members Costs	247,213	98,706	98,618	88	0.09%	
Administration Expenses	192,000	54,617	69,246	(14,629)	(26.79%)	
Amortisation for Cell Development	2,701,400	1,643,030	1,277,700	365,330	22.24%	4
Amortisation for Decommissioning Asset	846,087	493,551	493,551	-	0.00%	
Capping Accretion Expense	274,234	159,970	159,970	-	0.00%	
Post Closure Accretion Expense	156,128	91,075	91,075	-	0.00%	
RRF Amortisation	491,348	286,620	286,620	-	0.00%	
Total Expenses	60,271,059	32,355,410	31,077,314	1,278,096	3.95%	
Profit on Sale of Assets	26,122	6,122	35,445	29,323	478.97%	
Loss on Sale of Assets	70,725	-	19,661	(19,661)		
Revaluation of Assets	-	-	-	-		
	(44,603)	6,122	15,783	9,662	157.81%	
Changes in Net Assets Resulting from Operations	827,101	2,830,983	1,070,490	(1,760,493)	(62.19%)	

NOTES FOR VARIATIONS - INCOME STATEMENT BY NATURE AND TYPE

Note #	Description of Item	Nature of variance where:
		1. Member Revenue (Aggregated) variances greater than \$250,000. 2. Non Member Revenue (Aggregated) variances greater than \$100,000. 3. Other Revenues Charged (Per Line Item) variances greater than \$100,000. 4. All Expense variances (Per Line Item) greater than \$100,000.
1	User Charges - Members and Non Members	<p>Total user charges year to date are lower than budget (\$3,017k). Member councils (\$2,862) below budget mainly Cities of Stirling and Joondalup bulk waste. Non-members are below budget (\$155k) driven mainly by Casuals.</p> <p>The Member Councils, year to date have delivered less processable tonnes (6,009t) and less non processable tonnes (13,128) than the phased annual budget mainly attributable to Cities of Joondalup and Stirling and Town of Victoria Park. RRF residues are slightly above budget (1,971t). Cash and Trade customers are below budget (917t).</p>
2	Employee Costs	Employee costs for year to date are down by \$258k due to unspent wages, superannuation and workers compensation insurance.
3	RRF Other Operating Expenses	RRF Other Operating Expenses is \$331k higher than the budget which is tonnage driven.
4	DEP Landfill Levy/Amortisation for Cell Development	DEP Landfill Levy is \$1,333m lower than the budget and Amortisation for Cell Development is \$365k below budget due to lower waste delivered to landfill.

Mindarie Regional Council
OPERATING STATEMENT
For the month ended 31 January 2017

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	15,000	4,800	4,757	(43)	(0.90%)	
Contract Labour External	-	-	-	-		
	15,000	4,800	4,757	(43)	(0.90%)	
Office Expenses						
Cleaning of Buildings						
General cleaning	9,000	5,250	1,649	(3,601)	(68.59%)	
Window cleaning	2,000	1,167	4,071	2,905	248.97%	
	11,000	6,417	5,720	(696)	(10.85%)	
Information System Expenses						
Computer System Maintenance						
ICT contractors costs	2,000	2,000	1,995	(5)	(0.25%)	
Newcastle Weighing Services-Gen Maintenance	12,000	7,000	6,081	(919)	(13.13%)	
Vertical Telecom P/L-Maint of Microwave Ant	6,000	3,500	2,956	(544)	(15.55%)	
	20,000	12,500	11,032	(1,468)	(11.74%)	
Building Maintenance						
Building Maintenance	12,500	1,750	1,068	(682)	(38.98%)	
Building Security						
Security - Monitoring	2,000	1,167	-	(1,167)	(100.00%)	
Security - Alarm maintenance	2,000	800	845	45	5.64%	
Security - call out	1,000	200	210	10	4.97%	
	17,500	3,917	2,123	(1,794)	(45.80%)	
RRF Operation Expenses						
Fencing and Gate Maintenance						
Fencing and Gate Maintenance	7,500	3,600	3,600	-	0.00%	
Repair of Boom Gate	2,500	-	-	-		
Road Maintenance	-	-	-	-		
Bores and Pipework						
Bore maint/calibration/electronics	5,000	-	-	-		
Groundwater sampling	2,500	1,000	1,050	50	5.00%	
Bacteria sampling	1,000	-	-	-		
Vermin control	1,000	-	-	-		
Spills/leaks/incident management	500	-	-	-		
Vehicle Wash Facility Operations	-	-	-	-		
Landscaping and Gardens	12,000	2,380	2,969	589	24.75%	
Compost Disposal	408,300	197,900	240,120	42,220	21.33%	
Contractor's Fees	25,521,000	15,006,348	15,294,487	288,139	1.92%	
RRF Maintenance Funding	250,000	-	-	-		
	26,211,300	15,211,228	15,542,226	330,998	2.18%	
Utilities						
Electricity	10,000	5,833	-	(5,833)	(100.00%)	
Rates	25,829	15,067	62,513	47,446	314.90%	
	35,829	20,900	62,513	41,612	199.10%	
Insurance						
Municipal Property Insurance	3,000	1,750	2,148	398	22.77%	
Public Liability Insurance	5,600	3,267	2,587	(679)	(20.80%)	
	8,600	5,017	4,736	(281)	(5.60%)	
Cost of Borrowings						
Interest on Loans						
Loan 10A	69,779	40,704	40,267	(438)	(1.08%)	
Loan 10B	-	-	644	644		
Loan 10C	-	-	2,795	2,795		
Loan 11	12,693	7,404	10,719	3,315	44.77%	
Loan Expenses	-	-	1,065	1,065		
	82,472	48,109	55,490	7,381	15.34%	
Amortisations						
Amortisation Pre-operating Costs	104,700	61,075	61,075	-	0.00%	
Amortisation Costs	386,648	225,545	225,545	-	0.00%	
	491,348	286,620	286,620	-	0.00%	
Depreciation						
Depreciation on Building	23,600	13,767	13,768	1	0.01%	
Depreciation on Infrastructure	26,700	15,575	15,573	(2)	(0.01%)	
	50,300	29,342	29,341	(1)	(0.00%)	
Total Operating Expenditure	26,943,349	15,628,848	16,004,558	375,712	2.40%	
Net Total	(26,943,349)	(15,628,848)	(16,004,558)	(375,712)	2.40%	

Mindarie Regional Council
INCOME STATEMENT BY DEPARTMENT
For the month ended 31 January 2017

Description	Adopted Budget	YTD Budget	YTD Actual	\$ Variance	% Variance
Revenues from Ordinary Activities					
Operating Revenues					
General Purpose Funding	61,142,763	35,180,271	32,132,020	3,048,250	8.66%
Community Amenities	-	-	-	-	
Resource Recovery Facility	-	-	-	-	
	61,142,763	35,180,271	32,132,020	3,048,250	8.66%
Profit on Disposal of Assets					
Governance	4,998	4,998	3,356	1,642	32.85%
Community Amenities	21,124	1,124	32,088	(30,964)	(2754.83%)
Resource Recovery Facility	-	-	-	-	
	26,122	6,122	35,445	(29,323)	
Total Revenue	61,168,885	35,186,393	32,167,465	3,018,927	8.58%
Expenses from Ordinary Activities					
Operating Expenditure					
Governance	4,239,998	2,080,683	2,016,612	64,071	3.08%
Community Amenities	28,787,712	14,554,211	13,053,392	1,500,819	10.31%
Resource Recovery Facility	26,860,877	15,580,740	15,949,068	(368,328)	(2.36%)
	59,888,587	32,215,634	31,019,073	1,196,561	3.71%
Loss on Sale of Assets					
Governance	-	-	-	-	
Community Amenities	70,725	-	19,661	(19,661)	
Resource Recovery Facility	-	-	-	-	
	70,725	-	19,661	(19,661)	
Cost of Borrowings					
Community Amenities	300,000	91,667	2,751	88,916	97.00%
Resource Recovery Facility	82,472	48,109	55,490	(7,381)	(15.34%)
	382,472	139,776	58,241	81,535	58.33%
Total Expenditure	60,341,784	32,355,410	31,096,975	1,258,435	3.89%
Changes in Net Assets Resulting from Operations	827,101	2,830,983	1,070,490	1,760,493	62.19%

Mindarie Regional Council
Balance Sheet
For the month ended 31 January 2017

Description	ACTUAL 2016/2017	Movement	ACTUAL 2015/2016
CURRENT ASSETS			
Cash	2,357,500	(2,185,705)	4,543,205
Investments	18,959,338	(1,290,622)	20,249,960
Debtors	4,795,858	1,259,065	3,536,793
Stock	12,041	(63)	12,105
Prepayments	323,135	239,497	83,638
Accrued Income	87,213	(46,435)	133,649
Work In Progress - Landfill Stage2 Phase3 Development (Lining)	200,718	196,168	4,550
Work In Progress - CCTV Project	92,518	92,518	-
Work In Progress - Admin Renovation	92,324	92,324	-
Work In Progress - Network to Transfer Hut	6,722	6,722	-
Work In Progress - Recycling Centre Renovation and Alignment	3,700	3,700	-
Work In Progress - SAN Upgrade	123,855	123,855	-
Other Current Assets	251,487	(375,043)	626,531
TOTAL CURRENT ASSETS	27,306,408	(1,884,022)	29,190,430
NON-CURRENT ASSETS			
Land	7,000,000	-	7,000,000
Buildings & Improvements	2,803,778	(161,678)	2,965,455
Furniture & Equipment	51,717	(21,971)	73,688
Computing Equipment	247,485	(159,900)	407,384
Plant & Equipment	3,721,904	(127,835)	3,849,739
Infrastructure - Other	6,004,735	(177,321)	6,182,057
Infrastructure - Excavation	28,668,653	(1,277,700)	29,946,353
Infrastructure - RRF	4,457,186	(225,545)	4,682,730
Decommissioning Asset	3,802,869	(311,786)	4,114,655
Post Closure	2,622,595	(181,765)	2,804,360
Pre-operating RRF	1,299,121	(61,075)	1,360,196
TOTAL NON-CURRENT ASSETS	60,680,043	(2,706,575)	63,386,618
TOTAL ASSETS	87,986,451	(4,590,598)	92,577,048
CURRENT LIABILITIES			
Creditors	3,282,565	(2,787,443)	6,070,009
Provisions for Leave	815,666	(6,887)	822,553
Current Loans	132,893	(4,054,156)	4,187,049
Accruals	956,776	750,355	206,421
TOTAL CURRENT LIABILITIES	5,187,901	(6,098,131)	11,286,032
NON CURRENT LIABILITIES			
Provisions for Leave	128,997	45,806	83,191
Non Current Loans	1,196,489	-	1,196,489
Decommission Provision for Capping	15,200,188	251,045	14,949,143
Other Non Current Liabilities	39,983	-	39,983
TOTAL NON CURRENT LIABILITIES	16,565,657	296,850	16,268,806
TOTAL LIABILITIES	21,753,558	(5,801,281)	27,554,838
NET ASSETS	66,232,893	1,210,683	65,022,210
EQUITY			
Retained Surplus	17,457,421	(1,101,195)	18,558,617
Reserves (Cash Back)	15,408,192	2,171,685	13,236,506
Reserves (Non Cash Back)	29,499,837	-	29,499,837
Council Contribution	3,867,443	140,193	3,727,249
TOTAL EQUITY	66,232,893	1,210,683	65,022,210

Mindarie Regional Council
STATEMENT OF RESERVES
For the month ended 31 January 2017

Description	ACTUAL 2016/2017
Opening Balance - 1 July 2015	
Site Rehabilitation	9,140,456
Capital Expenditure	1,604,975
Participants Surplus Reserve	2,000,000
Carbon Price	491,076
	<u>13,236,506</u>
Interest on Investments	
Site Rehabilitation	-
Capital Expenditure	-
Participants Surplus Reserve	-
Carbon Price	-
	-
Transfer from Operating Surplus	
Site Rehabilitation	251,045
Capital Expenditure	2,916,669
Participants Surplus Reserve	-
Carbon Price	-
	3,167,714
Total Transfer from Operations	<u>3,167,714</u>
Transfer from Balance Sheet Provisions	
Site Rehabilitation	-
	<u>-</u>
Transfer to Operating Surplus	
Site Rehabilitation	-
Capital Expenditure	996,028
Carbon Price	-
	<u>996,028</u>
Closing Balance	
Site Rehabilitation	9,391,500
Capital Expenditure	3,525,616
Participants Surplus Reserve	2,000,000
Carbon Price	491,076
	<u>15,408,192</u>

Mindarie Regional Council
STATEMENT OF INVESTING ACTIVITIES
For the month ended 31 January 2017

Description	Adopted Budget	YTD Actual	% to Adopted Budget
PLANT, VEHICLES AND MACHINERIES			
Plant and Vehicles			
Replacement of Hino Bin Truck (Plant83)	286,000	-	
Replacement of Cat 257 MTL (Plant99)	90,000	-	
Replacement of Lighting tower (Plant88)	45,000	35,853	
Replacement of DCS vehicle (Plant97)	48,000	47,916	
Replacement of CEO vehicle (Plant96)	52,000	48,088	92.48%
Replacement of Ops Manager vehicle (Plant101)	45,000	40,810	
brought forward item:			
Replacement of Fire Ute (Plant10)	70,000	1,600	
Replacement of Fire Truck (Plant14)	200,000	210,660	105.33%
Replacement of Fire Cat Forklift (Plant59)	35,000	-	
Replacement of Nissan Ute (Plant86)	30,000	29,590	
	901,000	414,517	
Machinery and Equipment			
3 Odour monitoring units	45,000	-	
Replacement of Radiation equipment	5,000	-	
Replacement of Biodiesel equipment	2,500	-	
Irrigation on Waugal	5,000	-	
Hook Lift Bins	50,000	45,640	
Tarpomatic Spindle	27,000	20,390	
Tarpomatic Tarps	60,000	50,455	
brought forward item:			
Woodchipper	60,000	-	
	254,500	116,485	
TOTAL PLANT, VEHICLES AND MACHINERIES	1,155,500	531,002	45.95%
FURNITURE AND EQUIPMENT			
Furniture and Fittings			
Furniture and Fittings (Miscellaneous Replacements)	5,100	-	
New CCTV for Tamala Park and Neerabup	90,000	84,437	
Airconditioning Units to Various Locations	22,800	-	
	117,900	84,437	
TOTAL FURNITURE AND EQUIPMENT	117,900	84,437	71.62%
COMPUTING EQUIPMENT			
Computing Equipment			
Custom PC for DCS upgrade	5,000	-	
Dust Monitoring upgrade	5,500	-	
HP switch with POE upgrade	14,000	-	
Network, wi-fi and power to transfer hut	23,000	6,783	
Admin Network and Server cabinets	23,000	-	
Server upgrade at Tamala Park	24,000	-	
SAN upgrade	130,000	123,855	
	224,500	130,638	
TOTAL COMPUTING EQUIPMENT	224,500	130,638	
LAND AND BUILDINGS			
Building			
Second BioDiesel Shed	15,000	8,403	56.02%
Admin office renovation	80,000	17,234	21.54%
Recycling Centre renovation and alignment phase2	428,000	3,700	0.86%
	523,000	29,337	
TOTAL LAND AND BUILDINGS	523,000	29,337	5.61%

Mindarie Regional Council
STATEMENT OF INVESTING ACTIVITIES
For the month ended 31 January 2017

Description	Adopted Budget	YTD Actual	% to Adopted Budget
INFRASTRUCTURE			
Operations			
Telemetry system-4 leachate sys, weather and comp.	130,000	-	
Litter fence	20,000	-	
Drizzle mat extension	15,000	-	
Gas monitoring wells - program7	45,000	-	
Gas monitoring wells - program8	45,000	-	
Gas remediation wells - program4	45,000	-	
Gas remediation wells - program5	22,500	-	
Gas remediation wells - program6	22,500	-	
Groundwater monitoring wells	26,000	-	
Groundwater remediation pumps	30,000	-	
Millipede barrier	35,000	-	
Wastewater treatment plant - redesign	10,000	2,694	
Fuel tanks	50,000	36,985	
Signage	50,000	-	
Gas well installations	27,000	-	
	573,000	39,679	
Waste Infrastructure			
brought forward item:			
Waste Facility	6,000,000	-	
Waste Facility Buiding	5,000,000	-	
	11,000,000	-	
Landfill Infrastructure Phase3			
Cell Development - Lining (inc. c/f)	3,000,000	196,168	6.54%
	3,000,000	196,168	
TOTAL INFRASTRUCTURE	14,573,000	235,846	1.62%

INFORMATION ON BORROWINGS

(a) Loan Schedule and Interest Expense

Actual	Value of Loan Approved	Matures	Interest Rates	Principal 01/07/2016	Principal Drawn Down to 30/06/2017	Principal Repayments Actual to 31/01/2017	Principal Outstanding Actual to 31/01/2017	Interest Repayments Actual to 31/01/2017	Note
Community Amenities									
Tamala Park Landfill									
Loan 12 - Construction Stage 2 Phase 2	-	Mar-16	5.98%	-	-	-	-	-	-
Loan 13 - Development of Cell for Phase 3	5,630,000	Jun-19	6.71%	1,151,157	-	1,151,156	-	2,751	-
Loan 14 - Waste Facility	6,000,000	-	-	-	-	-	-	-	-
Loan 15 - Waste Facility Building	5,000,000	-	-	-	-	-	-	-	-
Loan 16 - Cell Development Expenditure	-	-	-	-	-	-	-	-	-
Regional Resource Recovery Facility									
Loan 11 - RRF Land Purchase	3,500,000	Aug-17	5.97%	358,477	-	140,193	218,283	10,719	-
Loan 10a - RRF Infrastructure	2,000,000	Apr-25	6.16%	1,190,014	-	78,915	1,111,099	40,267	-
Loan 10b - RRF Infrastructure (Variable Interest Rate)	2,600,000	Sep-22	Variable	1,795,000	-	1,795,000	-	644	-
Loan 10c - RRF Infrastructure	4,000,000	Jun-18	3.97%	888,892	-	888,892	-	2,795	-
TOTAL	28,730,000			5,383,540	-	4,054,156	1,329,383	57,176	
						Facility Fee		1,065	
						Total Borrowing Costs		58,241	

Financial Statements for the period ended 28 February 2017

Item
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APPENDIX NO. 2

Item
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MANAGEMENT FINANCIAL STATEMENTS

**FOR THE MONTH ENDED
28 FEBRUARY 2017**

Mindari Regional Council
INCOME STATEMENT BY NATURE AND TYPE
For the month ended 28 February 2017

Description	Adopted Budget	Revised Budget	YTD Budget	YTD Actual	\$ Variance	% Variance	Note
Revenue from Ordinary Activities							
Member User Charges							
User Charges - City of Perth	2,244,000	2,244,769	1,529,378	1,520,981			
User Charges - City of Wanneroo	12,210,000	12,338,761	8,305,109	7,749,645			
User Charges - City of Joondalup	10,807,500	8,966,401	7,351,153	6,096,592			
User Charges - City of Stirling	12,830,115	11,050,285	8,696,142	7,576,168			
User Charges - Town of Cambridge	1,435,500	1,434,308	976,847	778,660			
User Charges - City of Vincent	2,508,000	2,522,130	1,706,962	1,583,028			
User Charges - Town of Victoria Park	2,722,500	2,720,184	1,853,007	1,360,309			
User Charges - RRF Residues	8,035,500	8,028,933	5,367,714	5,677,329			
	52,793,115	49,305,771	35,786,312	32,342,712	(3,443,600)	(9.62%)	
Non Member User Charges							
User Charges - WMRC	3,052,500	3,052,500	-	-	-	-	
User Charges - City of South Perth	-	-	-	-	-	-	
User Charges - Casual Tipping Fees	2,981,848	2,984,940	2,112,752	1,921,735	(191,017)	(9.04%)	
	6,034,348	6,037,440	2,112,752	1,921,735	(191,017)	(9.04%)	
Total User Charges	58,827,463	55,343,211	37,899,064	34,264,447	(3,634,617)	(9.59%)	1
Other Charges							
Service Charges							
Sale of Recyclable Materials	785,000	685,378	503,409	503,399	(10)	(0.00%)	
Gas Power Generation Sales	580,000	580,000	548,000	554,177	6,177	1.13%	
Grants and Subsidies	-	-	-	-	-	-	
Contributions, Reimbursements & Donations	5,000	5,906	5,906	5,906	(0)	(0.01%)	
Interest Earnings	593,000	593,000	395,333	354,941	(40,392)	(10.22%)	
Other Revenue	352,300	313,606	254,529	246,272	(8,257)	(3.24%)	
Total Other Charges	2,315,300	2,177,890	1,707,177	1,664,694	(42,483)	(2.49%)	
Total Revenue from Ordinary Activities	61,142,763	57,521,101	39,606,241	35,929,141	(3,677,100)	(9.28%)	
Expenses from Ordinary Activities							
Employee Costs	5,410,752	5,413,400	3,473,057	3,199,316	273,742	7.88%	2
Materials and Contracts							
Consultants and Contract Labour	1,034,000	1,379,000	470,400	524,862	(54,462)	(11.58%)	
Communications and Public Consultation	377,980	377,980	71,150	96,580	(25,430)	(35.74%)	
Landfill Expenses	1,262,600	1,291,085	566,053	652,912	(86,860)	(15.34%)	
Office Expenses	217,740	220,682	138,270	126,428	11,843	8.56%	
Information System Expenses	178,900	176,991	101,058	68,175	32,883	32.54%	
Building Maintenance	207,800	207,036	68,939	72,604	(3,665)	(5.32%)	
Plant and Equipment Operating & Hire	995,280	980,307	468,154	397,037	71,117	15.19%	
RRF Other Operating Expenses	26,211,300	26,304,349	17,252,908	17,603,293	(350,385)	(2.03%)	3
Waste Minimisation	3,052,500	3,052,500	-	-	-	-	
Utilities	185,229	266,564	177,843	182,245	(4,402)	(2.48%)	
Depreciation	1,705,220	1,928,675	1,285,784	1,279,817	5,967	0.46%	
Borrowing Costs	382,472	89,727	62,236	64,265	(2,028)	(3.26%)	
Insurances	293,676	330,582	119,605	107,067	12,539	10.48%	
DEP Landfill Levy	13,138,200	11,460,737	8,651,596	6,721,971	1,929,625	22.30%	4
Land Lease/Rental	709,000	709,000	471,000	468,943	2,057	0.44%	
Other Expenditure							
Members Costs	247,213	247,213	98,706	99,114	(408)	(0.41%)	
Administration Expenses	192,000	246,512	93,875	72,258	21,617	23.03%	
Amortisation for Cell Development	2,701,400	2,356,511	1,778,896	1,290,967	487,929	27.43%	4
Amortisation for Decommissioning Asset	846,087	846,087	564,058	564,058	-	0.00%	
Capping Accretion Expense	274,234	274,234	182,823	182,823	-	0.00%	
Post Closure Accretion Expense	156,128	156,128	104,085	104,085	-	0.00%	
RRF Amortisation	491,348	491,348	327,565	327,565	-	0.00%	
Total Expenses	60,271,059	58,806,648	36,528,062	34,206,383	2,321,678	6.36%	
Profit on Sale of Assets	26,122	54,207	34,207	62,277	28,070	82.06%	
Loss on Sale of Assets	70,725	70,725	-	1,167	(1,167)	-	
Revaluation of Assets	-	-	-	-	-	-	
	(44,603)	(16,518)	34,207	61,110	26,903	78.65%	
Changes in Net Assets Resulting from Operations	827,101	(1,302,065)	3,112,386	1,783,868	(1,328,519)	(42.68%)	

NOTES FOR VARIATIONS - INCOME STATEMENT BY NATURE AND TYPE

Note #	Description of Item	Nature of variance where:
		1. Member Revenue (Aggregated) variances greater than \$250,000. 2. Non Member Revenue (Aggregated) variances greater than \$100,000. 3. Other Revenues Charged (Per Line Item) variances greater than \$100,000. 4. All Expense variances (Per Line Item) greater than \$100,000.
1	User Charges - Members and Non Members	<p>Total user charges year to date are lower than budget (\$3,635k). Member councils (\$3,444) below budget mainly Cities of Stirling and Joondalup bulk waste. Non-members are below budget (\$191k) driven mainly by Casuals. The Mid-Year budget results have been posted in month.</p> <p>The Member Councils, year to date have delivered less processable tonnes (6,597t) and less non processable tonnes (16,070t) than the phased annual budget mainly attributable to Cities of Joondalup and Stirling and Town of Victoria Park. RRF residues are slightly above budget (1,916t). Cash and Trade customers are below budget (1,079t).</p>
2	Employee Costs	Employee costs for year to date are down by \$273k due to unspent wages, superannuation and workers compensation insurance.
3	RRF Other Operating Expenses	RRF Other Operating Expenses is \$350k higher than the budget which is tonnage driven.
4	DEP Landfill Levy/Amortisation for Cell Development	DEP Landfill Levy is \$1,930m lower than the budget and Amortisation for Cell Development is \$487k below budget due to lower waste delivered to landfill.

Mindarie Regional Council
OPERATING STATEMENT
For the month ended 28 February 2017

Description	Adopted Budget	Revised 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	15,000	15,000	4,800	4,757	(43)	(0.90%)	
Contract Labour External	-	-	-	-	-		
	15,000	15,000	4,800	4,757	(43)	(0.90%)	
Office Expenses							
Cleaning of Buildings							
General cleaning	9,000	7,706	4,706	1,854	(2,852)	(60.61%)	
Window cleaning	2,000	3,294	2,627	4,071	1,444	54.96%	
	11,000	11,000	7,333	5,925	(1,408)	(19.20%)	
Information System Expenses							
Computer System Maintenance							
ICT contractors costs	2,000	2,000	2,000	1,995	(5)	(0.25%)	
Newcastle Weighing Services-Gen Maintenance	12,000	12,000	8,000	6,950	(1,050)	(13.13%)	
Vertical Telecom P/L-Maint of Microwave Ant	6,000	6,000	4,000	3,383	(617)	(15.43%)	
	20,000	20,000	14,000	12,328	(1,672)	(11.94%)	
Building Maintenance							
Building Maintenance	12,500	12,500	2,000	1,068	(932)	(46.61%)	
Building Security							
Security - Monitoring	2,000	2,000	1,333	-	(1,333)	(100.00%)	
Security - Alarm maintenance	2,000	2,000	800	924	124	15.49%	
Security - call out	1,000	1,000	200	210	10	4.97%	
	17,500	17,500	4,333	2,202	(2,132)	(49.19%)	
RRF Operation Expenses							
Fencing and Gate Maintenance							
Fencing and Gate Maintenance	7,500	7,500	3,600	3,600	-	0.00%	
Repair of Boom Gate	2,500	2,500	-	-	-		
Road Maintenance	-	-	-	-	-		
Bores and Pipework							
Bore maint/calibration/electronics	5,000	5,000	-	-	-		
Groundwater sampling	2,500	2,500	1,000	1,050	50	5.00%	
Bacteria sampling	1,000	1,000	-	-	-		
Vermin control	1,000	1,000	-	-	-		
Spills/leaks/incident management	500	500	-	-	-		
Vehicle Wash Facility Operations	-	-	-	-	-		
Landscaping and Gardens	12,000	12,000	2,380	3,309	929	39.04%	
Compost Disposal	408,300	501,349	197,900	280,680	82,780	41.83%	
Contractor's Fees	25,521,000	25,521,000	17,048,028	17,314,653	266,625	1.56%	
RRF Maintenance Funding	250,000	250,000	-	-	-		
	26,211,300	26,304,349	17,252,908	17,603,293	350,385	2.03%	
Utilities							
Electricity	10,000	10,000	6,667	-	(6,667)	(100.00%)	
Rates	25,829	107,164	71,443	71,443	0	0.00%	
	35,829	117,164	78,109	71,443	(6,666)	(8.53%)	
Insurance							
Municipal Property Insurance	3,000	3,000	2,000	2,865	865	43.23%	
Public Liability Insurance	5,600	5,600	3,733	3,450	(284)	(7.59%)	
	8,600	8,600	5,733	6,314	581	10.14%	
Cost of Borrowings							
Interest on Loans							
Loan 10A	69,779	69,779	46,519	45,525	(995)	(2.14%)	
Loan 10B	-	644	644	644	0	0.04%	
Loan 10C	-	2,795	2,795	2,795	(0)	(0.00%)	
Loan 11	12,693	12,693	8,462	11,485	3,023	35.72%	
Loan Expenses	-	1,065	1,065	1,065	(0)	(0.02%)	
	82,472	86,976	59,485	61,513	2,028	3.41%	
Amortisations							
Amortisation Pre-operating Costs	104,700	104,700	69,800	69,800	-	0.00%	
Amortisation Costs	386,648	386,648	257,765	257,765	-	0.00%	
	491,348	491,348	327,565	327,565	-	0.00%	
Depreciation							
Depreciation on Building	23,600	23,600	15,733	15,735	2	0.01%	
Depreciation on Infrastructure	26,700	26,700	17,800	17,798	(2)	(0.01%)	
	50,300	50,300	33,533	33,533	(1)	(0.00%)	
Total Operating Expenditure	26,943,349	27,122,237	17,787,802	18,128,873	341,074	1.92%	
Net Total	(26,943,349)	(27,122,237)	(17,787,802)	(18,128,873)	(341,074)	1.92%	

Mindarie Regional Council
INCOME STATEMENT BY DEPARTMENT
For the month ended 28 February 2017

Description	Adopted Budget	Revised Budget	YTD Budget	YTD Actual	\$ Variance	% Variance
Revenues from Ordinary Activities						
Operating Revenues						
General Purpose Funding	61,142,763	57,521,101	39,606,241	35,929,141	3,677,100	9.28%
Community Amenities	-	-	-	-	-	
Resource Recovery Facility	-	-	-	-	-	
	61,142,763	57,521,101	39,606,241	35,929,141	3,677,100	9.28%
Profit on Disposal of Assets						
Governance	4,998	3,356	3,356	3,356	(0)	(0.01%)
Community Amenities	21,124	50,851	30,851	58,921	(28,070)	(90.98%)
Resource Recovery Facility	-	-	-	-	-	
	26,122	54,207	34,207	62,277	(28,070)	
Total Revenue	61,168,885	57,575,308	39,640,448	35,991,418	3,649,030	9.21%
Expenses from Ordinary Activities						
Operating Expenditure						
Governance	4,239,998	4,297,114	2,375,397	2,273,596	101,800	4.29%
Community Amenities	28,787,712	27,384,546	16,362,113	13,801,162	2,560,950	15.65%
Resource Recovery Facility	26,860,877	27,035,261	17,728,316	18,067,360	(339,044)	(1.91%)
	59,888,587	58,716,921	36,465,825	34,142,119	2,323,707	6.37%
Loss on Sale of Assets						
Governance	-	-	-	-	-	
Community Amenities	70,725	70,725	-	1,167	(1,167)	
Resource Recovery Facility	-	-	-	-	-	
	70,725	70,725	-	1,167	(1,167)	
Cost of Borrowings						
Community Amenities	300,000	2,751	2,751	2,751	(0)	(0.00%)
Resource Recovery Facility	82,472	86,976	59,485	61,513	(2,028)	(3.41%)
	382,472	89,727	62,236	64,265	(2,028)	(3.26%)
Total Expenditure	60,341,784	58,877,373	36,528,062	34,207,550	2,320,511	6.35%
Changes in Net Assets Resulting from Operations	827,101	(1,302,065)	3,112,386	1,783,867	1,328,519	42.68%

Mindarie Regional Council
Balance Sheet
For the month ended 28 February 2017

Description	ACTUAL 2016/2017	Movement	ACTUAL 2015/2016
CURRENT ASSETS			
Cash	859,319	(3,683,886)	4,543,205
Investments	20,695,331	445,370	20,249,960
Debtors	5,374,260	1,837,467	3,536,793
Stock	9,920	(2,185)	12,105
Prepayments	260,055	176,417	83,638
Accrued Income	89,106	(44,542)	133,649
Work In Progress - Landfill Stage2 Phase3 Development (Lining)	205,968	201,418	4,550
Work In Progress - CCTV Project	93,358	93,358	-
Work In Progress - Admin Renovation	92,324	92,324	-
Work In Progress - Network to Transfer Hut	6,722	6,722	-
Work In Progress - Recycling Centre Renovation and Alignment	3,700	3,700	-
Work In Progress - SAN Upgrade	123,855	123,855	-
Other Current Assets	247,145	(379,386)	626,531
TOTAL CURRENT ASSETS	28,061,061	(1,129,369)	29,190,430
NON-CURRENT ASSETS			
Land	7,000,000	-	7,000,000
Buildings & Improvements	2,781,330	(184,125)	2,965,455
Furniture & Equipment	48,588	(25,101)	73,688
Computing Equipment	229,049	(178,335)	407,384
Plant & Equipment	3,667,355	(182,384)	3,849,739
Infrastructure - Other	6,055,823	(126,234)	6,182,057
Infrastructure - Excavation	28,655,386	(1,290,967)	29,946,353
Infrastructure - RRF	4,424,965	(257,765)	4,682,730
Decommissioning Asset	3,758,329	(356,327)	4,114,655
Post Closure	2,596,629	(207,731)	2,804,360
Pre-operating RRF	1,290,396	(69,800)	1,360,196
TOTAL NON-CURRENT ASSETS	60,507,849	(2,878,770)	63,386,618
TOTAL ASSETS	88,568,910	(4,008,138)	92,577,048
CURRENT LIABILITIES			
Creditors	3,173,570	(2,896,439)	6,070,009
Provisions for Leave	804,577	(17,976)	822,553
Current Loans	61,239	(4,125,810)	4,187,049
Accruals	1,024,038	817,617	206,421
TOTAL CURRENT LIABILITIES	5,063,425	(6,222,607)	11,286,032
NON CURRENT LIABILITIES			
Provisions for Leave	135,226	52,035	83,191
Non Current Loans	1,196,489	-	1,196,489
Decommission Provision for Capping	15,236,051	286,908	14,949,143
Other Non Current Liabilities	39,983	-	39,983
TOTAL NON CURRENT LIABILITIES	16,607,750	338,944	16,268,806
TOTAL LIABILITIES	21,671,175	(5,883,664)	27,554,838
NET ASSETS	66,897,735	1,875,525	65,022,210
EQUITY			
Retained Surplus	17,718,268	(840,348)	18,558,617
Reserves (Cash Back)	15,860,722	2,624,216	13,236,506
Reserves (Non Cash Back)	29,451,302	(48,535)	29,499,837
Council Contribution	3,867,443	140,193	3,727,249
TOTAL EQUITY	66,897,735	1,875,525	65,022,210

Mindarie Regional Council
STATEMENT OF RESERVES
For the month ended 28 February 2017

Description	ACTUAL 2016/2017
Opening Balance - 1 July 2015	
Site Rehabilitation	9,140,456
Capital Expenditure	1,604,975
Participants Surplus Reserve	2,000,000
Carbon Price	491,076
	<u>13,236,506</u>
Interest on Investments	
Site Rehabilitation	-
Capital Expenditure	-
Participants Surplus Reserve	-
Carbon Price	-
	-
Transfer from Operating Surplus	
Site Rehabilitation	286,908
Capital Expenditure	3,333,336
Participants Surplus Reserve	-
Carbon Price	-
	<u>3,620,244</u>
Total Transfer from Operations	<u>3,620,244</u>
Transfer from Balance Sheet Provisions	
Site Rehabilitation	-
	<u>-</u>
Transfer to Operating Surplus	
Site Rehabilitation	-
Capital Expenditure	996,028
Carbon Price	-
	<u>996,028</u>
Closing Balance	
Site Rehabilitation	9,427,364
Capital Expenditure	3,942,283
Participants Surplus Reserve	2,000,000
Carbon Price	491,076
	<u>15,860,722</u>

Mindarie Regional Council
STATEMENT OF INVESTING ACTIVITIES
For the month ended 28 February 2017

Description	Adopted Budget	Revised Budget	YTD Actual	% to Revised Budget
PLANT, VEHICLES AND MACHINERIES				
Plant and Vehicles				
Replacement of Hino Bin Truck (Plant83)	286,000	286,000	-	
Replacement of Cat 257 MTL (Plant99)	90,000	90,000	-	
Replacement of Lighting tower (Plant88)	45,000	45,000	35,853	79.67%
Replacement of DCS vehicle (Plant97)	48,000	47,916	47,916	100.00%
Replacement of CEO vehicle (Plant96)	52,000	48,088	48,088	100.00%
Replacement of Ops Manager vehicle (Plant101)	45,000	40,810	40,810	100.00%
brought forward item:				
Replacement of Fire Ute (Plant10)	70,000	70,000	1,600	2.29%
Replacement of Fire Truck (Plant14)	200,000	200,000	210,660	105.33%
Replacement of Fire Cat Forklift (Plant59)	35,000	35,000	31,909	91.17%
Replacement of Nissan Ute (Plant86)	30,000	30,000	29,589	98.63%
	901,000	892,814	446,425	50.00%
Machinery and Equipment				
3 Odour monitoring units	45,000	45,000	-	
Replacement of Radiation equipment	5,000	5,000	-	
Replacement of Biodiesel equipment	2,500	2,500	-	
Irrigation on Waugal	5,000	5,000	-	
Hook Lift Bins	50,000	50,000	45,640	
Tarpomatic Spindle	27,000	27,000	20,390	
Tarpomatic Tarps	60,000	60,000	50,455	
Education Trailer	-	10,000	-	
brought forward item:				
Woodchipper	60,000	60,000	-	
	254,500	264,500	116,485	44.04%
TOTAL PLANT, VEHICLES AND MACHINERIES	1,155,500	1,157,314	562,910	48.72%
FURNITURE AND EQUIPMENT				
Furniture and Fittings				
Furniture and Fittings (Miscellaneous Replacements)	5,100	5,100	-	
New CCTV for Tamala Park and Neerabup	90,000	90,000	84,437	93.82%
Airconditioning Units to Various Locations	22,800	22,800	-	
	117,900	117,900	84,437	71.62%
TOTAL FURNITURE AND EQUIPMENT	117,900	117,900	84,437	71.62%
COMPUTING EQUIPMENT				
Computing Equipment				
Custom PC for DCS upgrade	5,000	-	-	
Dust Monitoring upgrade	5,500	5,500	-	
HP switch with POE upgrade	14,000	14,000	-	
Network, wi-fi and power to transfer hut	23,000	23,000	6,783	29.49%
Admin Network and Server cabinets	23,000	30,000	-	
Server upgrade at Tamala Park	24,000	-	-	
SAN upgrade	130,000	160,500	123,855	77.17%
Desktop HP8100 for Transfer Station	-	1,245	-	
Desktop HP8100 for Recycling drop off	-	1,245	-	
Laptop for Project Manager	-	2,100	-	
	224,500	237,590	130,638	54.98%
TOTAL COMPUTING EQUIPMENT	224,500	237,590	130,638	54.98%
LAND AND BUILDINGS				
Building				
Second BioDiesel Shed	15,000	15,000	10,283	68.55%
Admin office renovation	80,000	80,000	17,234	21.54%
Recycling Centre renovation and alignment phase2	428,000	428,000	3,700	0.86%
	523,000	523,000	31,217	5.97%
TOTAL LAND AND BUILDINGS	523,000	523,000	31,217	5.97%

Mindarie Regional Council
STATEMENT OF INVESTING ACTIVITIES
For the month ended 28 February 2017

Description	Adopted Budget	Revised Budget	YTD Actual	% to Revised Budget
INFRASTRUCTURE				
Operations				
Telemetry system-4 leachate sys, weather and comp.	130,000	130,000	-	
Litter fence	20,000	20,000	-	
Drizzle mat extension	15,000	15,000	13,636	90.91%
Gas monitoring wells - program7	45,000	45,000	-	
Gas monitoring wells - program8	45,000	45,000	42,046	93.43%
Gas remediation wells - program4	45,000	45,000	-	
Gas remediation wells - program5	22,500	22,500	22,500	100.00%
Gas remediation wells - program6	22,500	22,500	-	
Groundwater monitoring wells	26,000	26,000	-	
Groundwater remediation pumps	30,000	30,000	-	
Millipede barrier	35,000	35,000	3,564	10.18%
Wastewater treatment plant - redesign	10,000	10,000	2,694	26.94%
Fuel tanks	50,000	50,000	36,985	73.97%
Signage	50,000	50,000	-	
Gas well installations	27,000	27,000	-	
	573,000	573,000	121,424	21.19%
Waste Infrastructure				
brought forward item:				
Waste Facility	6,000,000	6,000,000	-	
Waste Facility Buiding	5,000,000	5,000,000	-	
	11,000,000	11,000,000	-	
Landfill Infrastructure Phase3				
Cell Development - Lining (inc. c/f)	3,000,000	3,000,000	201,418	6.71%
	3,000,000	3,000,000	201,418	6.71%
TOTAL INFRASTRUCTURE	14,573,000	14,573,000	322,842	2.22%

INFORMATION ON BORROWINGS

(a) Loan Schedule and Interest Expense

Actual	Value of Loan Approved	Matures	Interest Rates	Principal 01/07/2016	Principal Drawn Down to 30/06/2017	Principal Repayments Actual to 28/02/2017	Principal Outstanding Actual to 28/02/2017	Interest Repayments Actual to 28/02/2017	Note
Community Amenities									
Tamala Park Landfill									
Loan 12 - Construction Stage 2 Phase 2	-	Mar-16	5.98%	-	-	-	-	-	-
Loan 13 - Development of Cell for Phase 3	5,630,000	Jun-19	6.71%	1,151,157	-	1,151,156	-	2,751	-
Loan 14 - Waste Facility	6,000,000	-	-	-	-	-	-	-	-
Loan 15 - Waste Facility Building	5,000,000	-	-	-	-	-	-	-	-
Loan 16 - Cell Development Expenditure	-	-	-	-	-	-	-	-	-
Regional Resource Recovery Facility									
Loan 11 - RRF Land Purchase	3,500,000	Aug-17	5.97%	358,477	-	211,846	146,630	11,485	-
Loan 10a - RRF Infrastructure	2,000,000	Apr-25	6.16%	1,190,014	-	78,915	1,111,099	45,525	-
Loan 10b - RRF Infrastructure (Variable Interest Rate)	2,600,000	Sep-22	Variable	1,795,000	-	1,795,000	-	644	-
Loan 10c - RRF Infrastructure	4,000,000	Jun-18	3.97%	888,892	-	888,892	-	2,795	-
TOTAL	28,730,000			5,383,540	-	4,125,810	1,257,730	63,200	-
						Facility Fee		1,065	
						Total Borrowing Costs		64,265	

Tonnage Report to 28 February 2017

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APPENDIX NO. 3

Item
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Waste to Landfill Tonnages Report for the period to 28 February 2017

Members

The Member Councils' Processable waste for period to date is 6,567 tonnes lower than forecast, with predominantly the Cities of Wanneroo (2,699t) and Joondalup (1,130t) and the Town of Victoria Park (1,706t) delivering less than forecast.

The non processable waste for the financial year was 16,070 tonnes below the financial forecast, primarily as a result of reductions in member council waste deliveries primarily from the Cities of Joondalup (6,420t) and Stirling (7,671t).

These variances leave the MRC 12% behind in its waste receipts from member councils. This reduction in waste to landfill is consistent with the MRC's vision of '*Winning Back Waste*' but will over time see the cost per tonne to landfill for the remaining waste increasing proportionally over time.

RRF

The Resource Recovery Facility residue tonnes are 1,916 tonnes ahead of forecast primarily as a result of additional shifts being run to catch up the deficit for the planned maintenance shutdown in October 2016 and the scheduled shutdown in April 2017.

Trade & Casual

The Casual and Trade tonnes are 1,079 tonnes lower than financial forecast.

Overall for the period ended 28 February 2017, the tonnes received are 21,799 tonnes (9.5%) below what was budgeted.

Information relating to landfill, resource recovery & recycling tonnages year to date 2016/17

Month: Feb-17

RRF Actual	Landfill Actual	TONNAGE				Actual % Year to Date	Year to date Tonnage previous year
		Total Tonnage	Budget 2016/17	Target % Year to Date	Note		

REVENUE				Actual % Year to Date
Actual G/L \$	Budget 2016/17	Target % Year to Date	Note	

MEMBERS

Processable							
Cambridge	-	4,124	4,124	5,112	68.2%	80.7%	3,925
Joondalup	29,593	6,083	35,676	36,806	68.2%	96.9%	31,070
Perth	-	9,150	9,150	9,202	68.2%	99.4%	7,631
Stirling	-	29,327	29,327	28,457	68.2%	103.1%	25,456
Victoria Park	4,035	4,143	8,178	9,883	68.2%	82.7%	7,293
Vincent	4,903	3,368	8,271	9,133	68.2%	90.6%	7,418
Wanneroo	33,951	4,927	38,878	41,578	68.2%	93.5%	33,403
Sub Total Processable	72,482	61,122	133,604	140,171	68.2%	95.3%	116,196

\$ 679,237	843,480	68.2%	1	80.5%
\$ 5,877,250	6,073,056	68.2%		96.8%
\$ 1,507,289	1,518,264	68.2%		99.3%
\$ 4,738,451	4,597,708	68.2%		103.1%
\$ 1,346,988	1,630,728	68.2%		82.6%
\$ 1,362,497	1,507,017	68.2%		90.4%
\$ 6,407,017	6,860,304	68.2%		93.4%
\$ 21,918,729	\$ 23,030,557	68.2%		95.2%

Non-Processable

Cambridge	602	602	808	67.4%	74.5%	544
Joondalup	1,326	1,326	7,746	67.4%	17.1%	6,658
Perth	83	83	100	67.4%	83.0%	59
Stirling	17,695	17,695	25,367	67.4%	69.8%	18,387
Victoria Park	81	81	1,347	67.4%	6.0%	127
Vincent	1,337	1,337	1,212	67.4%	110.3%	863
Wanneroo	8,142	8,142	8,756	67.4%	93.0%	7,903
Sub Total Non-Processable	-	29,267	29,267	67.4%	64.6%	34,540

\$ 99,423	133,367	67.4%	1	74.5%
\$ 219,342	1,278,097	67.4%		17.2%
\$ 13,692	11,114	67.4%		123.2%
\$ 2,837,717	4,098,434	67.4%		69.2%
\$ 13,321	222,279	67.4%		6.0%
\$ 220,531	200,051	67.4%		110.2%
\$ 1,342,628	1,444,805	67.4%		92.9%
\$ 4,746,654	\$ 7,388,147	67.4%		64.2%

Other						
Sita Biovision Residues	34,448	34,448	32,532	66.8%	105.9%	17,783
Wanneroo WRC	-	-	-	0.0%	0.0%	2
Sub Total Other	34,448	34,448	32,532	66.8%	105.9%	17,785
SUB TOTAL MEMBERS	72,482	124,837	197,319	218,040	90.5%	168,520

\$ 5,677,329	5,367,714	66.8%	1	105.8%
\$ -	-	0.0%		0.0%
\$ 5,677,329	\$ 5,367,714			105.8%
\$ 32,342,712	\$ 35,786,418			90.4%

CASUALS

Trade	8,671	8,671	9,268	70.8%	93.6%	7,714
Cash	1,853	1,853	2,335	70.8%	79.4%	1,873
Sub Total Casuals	-	10,524	11,603	70.8%	90.7%	9,587
TOTAL	72,482	135,362	207,844	229,643		178,107

\$ 1,581,756	1,685,154	70.8%	1	93.9%
\$ 339,979	424,506	70.8%	1	80.1%
\$ 1,921,735	\$ 2,109,660	70.8%		91.1%
\$ 34,264,447	\$ 37,896,078			

RECYCLING

Recycling centre sales						
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\$ 503,399	785,000	83.3%		64.1%
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Notes 1* Based on 15/16 actual tonnages

List of Payments made for the month ended 31 January 2017

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APPENDIX NO. 4

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**Schedule of Payment for January 2017
Council Meeting - 6th April 2017**

Cheque Posting Date	Document No.	Vendor Name	Description	Cheque Amount
3/01/2017	294	Ocean Keys Family Practice	Pre - employment medicals	\$160.00
6/01/2017	295	Cash	Staff lotto - Deducted from staff salary	\$310.00
5/01/2017	296	Cash - Petty Cash	Reimbursement of petty cash expenses	\$970.00
16/01/2017	297	TELSTRA	Telephone Expenses	\$926.81
19/01/2017	298	TELSTRA	Telephone Expenses	\$1,267.06
19/01/2017	299	Department of Transport	Vehicle search fees	\$13.20
20/01/2017	300	Cash	Staff lotto - Deducted from staff salary	\$310.00
20/01/2017	301	TELSTRA	Telephone Expenses	\$787.39
20/01/2017	302	Cash - Petty Cash	Reimbursement of petty cash expenses	\$264.95
20/01/2017	303	Australian Services Union	Union Membership Fees - Deducted from staff salary	\$146.50
20/01/2017	304	CHILD SUPPORT	Child Support Allowance payment - Deduction made from staff salary	\$2,087.32
20/01/2017	305	Health Insurance Fund of WA	Health Insurance premium deducted from staff salary	\$362.50
Total Cheque Payments				\$7,605.73
1/01/2017	DP-01516-17	Cancelled	Cancelled	\$0.00
1/01/2017	DP-01518	linet	VOIP Charges	\$9.95
20/01/2017	DP-01519	Australian Taxation Office	BAS December 2016	\$213,207.00
20/01/2017	DP-01520	Cancelled	Cancelled	\$0.00
20/01/2017	DP-01521	Commonwealth Bank	Merchant Fees	\$27.15
20/01/2017	DP-01522	Commonwealth Bank	CommBiz Fees	\$16.50
20/01/2017	DP-01523	Commonwealth Bank	Merchant Fees	\$38.12
20/01/2017	DP-01524	Commonwealth Bank	Merchant Fees	\$930.39
20/01/2017	DP-01525	Commonwealth Bank	Merchant Fees	\$98.24
20/01/2017	DP-01526	Commonwealth Bank	Merchant Fees	\$300.44
27/01/2017	DP-01527	Commonwealth Bank	Loan 10a Repayment	\$43,832.53
Total Direct Payments				\$258,460.32
4/01/2017	EFT-01328	Amalgam Recruitment	Workshop relief staff	\$9,189.97
4/01/2017	EFT-01328	BOC Limited	Cylinder hire charges	\$100.18
4/01/2017	EFT-01328	Castle Security & Electrical Pty	RRF quarterly security	\$1,560.90
4/01/2017	EFT-01328	Central Fire Services P/L	HHW Fire system Service	\$73.33
4/01/2017	EFT-01328	CSE Crosscom	Supply & install radio for Ford Ranger (PLANT113)	\$1,002.10
4/01/2017	EFT-01328	DFP Recruitment Services	Environmental Admin relief	\$657.20
4/01/2017	EFT-01328	DUSTEX	1 IBC (1000L) of dustex	\$11,898.70
4/01/2017	EFT-01328	Enviro Sweep	Access Road Maintenance	\$2,475.00
4/01/2017	EFT-01328	Instant Products Group	Portable toilet hire & servicing	\$610.10
4/01/2017	EFT-01328	Iron Mountain Australia Pty Ltd	Data storage	\$18.67
4/01/2017	EFT-01328	Joondalup Office National	Photocopying Expenses	\$222.43
4/01/2017	EFT-01328	Komatsu Australia	Scheduled service for Komatsu Loader (PLANT93)	\$2,924.42
4/01/2017	EFT-01328	Kyocera Document Solutions	Photocopying Expenses	\$1,348.81
4/01/2017	EFT-01328	MatPrint P/L	Front door mat	\$286.00

4/01/2017	EFT-01328	Mission Impossible	Cleaning of Buildings	\$1,956.30
4/01/2017	EFT-01328	MKDC	Admin office refurbishment	\$5,645.20
4/01/2017	EFT-01328	Neverfail Springwater Ltd	Staff Amenities	\$146.45
4/01/2017	EFT-01328	Olivers Lawn & Landscaping Pty Ltd	Landscaping and Gardens - RRF	\$300.00
4/01/2017	EFT-01328	Reece Vellios	Computer system maintenance	\$15,690.25
4/01/2017	EFT-01328	REPCO AUTO PARTS- Clarkson	Workshop consumables	\$98.38
4/01/2017	EFT-01328	SafeWork	Drug and Alcohol Testing	\$2,327.60
4/01/2017	EFT-01328	Security Specialists Australia Pty Ltd	Cash collection fees	\$368.02
4/01/2017	EFT-01328	ST JOHN AMBULANCE	First Aid Kit supplies	\$220.00
4/01/2017	EFT-01328	Steelforce Australia Ltd	Steel for transfer bin repairs	\$847.00
4/01/2017	EFT-01328	Stephen Michael Terenciuk	Tyre puncture repairs for Water Truck (PLANT76)	\$395.00
4/01/2017	EFT-01328	Suez Recycling & Recovery (Perth) P/L	Confidential bin collection	\$52.04
4/01/2017	EFT-01328	T & C Transport Services	Courier Expenses	\$830.30
4/01/2017	EFT-01328	The Pest Guys	6 weekly rodent service	\$643.50
4/01/2017	EFT-01328	Tutt Bryant Equipment WA	Filters for Bomag Compactor (PLANT100)	\$3,307.44
4/01/2017	EFT-01328	Veraison Enterprises P/L	Team Level Debriefs	\$2,772.00
4/01/2017	EFT-01328	Vertical Telecoms Pty Ltd	RRF antenna system maintenance	\$1,408.99
4/01/2017	EFT-01328	WestTrac Pty Ltd	Workshop consumable supplies	\$215.81
4/01/2017	EFT-01329	MRC Credit Card	See separate schedule	\$17,941.17
4/01/2017	EFT-01330	City of Joondalup	Lease Fees for January 2017	\$10,745.48
4/01/2017	EFT-01330	City of Perth	Lease Fees for January 2017	\$5,399.60
4/01/2017	EFT-01330	City of Stirling	Lease Fees for January 2017	\$21,490.96
4/01/2017	EFT-01330	City of Vincent	Lease Fees for January 2017	\$5,372.74
4/01/2017	EFT-01330	City of Wanneroo	Lease Fees for January 2017	\$10,745.48
4/01/2017	EFT-01330	Town of Cambridge	Lease Fees for January 2017	\$5,372.74
4/01/2017	EFT-01330	Town of Victoria Park	Lease Fees for January 2017	\$5,372.74
5/01/2017	EFT-01331	MRC	Payroll Employee Wages	\$122,168.97
5/01/2017	EFT-01332	AMP FLEXIBLE SUPER	Superannuation Premium	\$842.08
5/01/2017	EFT-01332	ANZ SMART CHOICE SUPER	Superannuation Premium	\$462.10
5/01/2017	EFT-01332	AUSTRALIAN ETHICAL SUPER	Superannuation Premium	\$1,417.41
5/01/2017	EFT-01332	AUSTRALIAN SUPER ADMINISTRATION	Superannuation Premium	\$1,881.51
5/01/2017	EFT-01332	BT SUPER FOR LIFE - SG	Superannuation Premium	\$839.37
5/01/2017	EFT-01332	CBUS	Superannuation Premium	\$150.52
5/01/2017	EFT-01332	COLONIAL FIRST STATE	Superannuation Premium	\$822.94
5/01/2017	EFT-01332	HOSTPLUS	Superannuation Premium	\$1,032.13
5/01/2017	EFT-01332	IOOF PORTFOLIO SERVICE SUPERANNUATION FUND	Superannuation Premium	\$497.87
5/01/2017	EFT-01332	NETWEALTH SUPERANNUATION	Superannuation Premium	\$571.26
5/01/2017	EFT-01332	NORTH PERSONAL SUPERANNUATION	Superannuation Premium	\$1,417.25
5/01/2017	EFT-01332	PLUM SUPERANNUATION FUND	Superannuation Premium	\$297.63
5/01/2017	EFT-01332	REST SUPERANNUATION	Superannuation Premium	\$1,626.29
5/01/2017	EFT-01332	SUNSUPER	Superannuation Premium	\$1,602.05
5/01/2017	EFT-01332	WALGS PLAN PTY LTD	Superannuation Premium	\$44,664.92
13/01/2017	EFT-01333	Airwell Group Pty Ltd	Superannuation Premium	\$2,722.74
13/01/2017	EFT-01333	Alance Newspaper & Magazine Delivery	Maintenance of on site airwell pumps	\$278.40
13/01/2017	EFT-01333	Amalgam Recruitment	Subscriptions	\$2,081.75
13/01/2017	EFT-01333	Couplers Malaga	Workshop relief staff	\$500.37
			Tools for workshop	

13/01/2017	EFT-01333	Court Security	CCTV project	\$14,061.30
13/01/2017	EFT-01333	COVS Parts Pty Ltd	Beacon light	\$240.55
13/01/2017	EFT-01333	DFF Recruitment Services	Environmental Admin Assistant	\$547.67
13/01/2017	EFT-01333	Domain Catering	Catering expenses - Earth Carers course	\$1,270.00
13/01/2017	EFT-01333	EMRC	Reimburse EMRC for RRF Tender costs	\$230,751.95
13/01/2017	EFT-01333	Envirocare Systems	Hygiene services - RRF & Tamala Park	\$704.52
13/01/2017	EFT-01333	Fennell Tyres International Pty Ltd	Repair & maintenance for Komatsu Loader (PLANT93)	\$893.20
13/01/2017	EFT-01333	Gavin Burgess	Community battery collection	\$3,194.00
13/01/2017	EFT-01333	JSB FENCING & Machinery Hire P/L	Boundary fence repairs	\$3,388.61
13/01/2017	EFT-01333	Komatsu Australia	Repair & maintenance for Komatsu Loader (PLANT93)	\$1,138.02
13/01/2017	EFT-01333	LAKE ANNE CONSULTANCY	HR Consultancy	\$605.00
13/01/2017	EFT-01333	Local Government Managers Australia	Executive Management Program	\$1,950.00
13/01/2017	EFT-01333	MPL Laboratories	Project Manager	\$1,067.07
13/01/2017	EFT-01333	Neverfail Springwater Ltd	Monitoring Program - odour investigation and reporting	\$6,215.00
13/01/2017	EFT-01333	Performance Packaging	Staff Amenities	\$199.25
13/01/2017	EFT-01333	Plants & Garden Rentals	Paper towels	\$354.42
13/01/2017	EFT-01333	RAICH AND ASSOCIATES	Montly plants rental	\$220.00
13/01/2017	EFT-01333	Spider Waste Collection Services P/L	Weather Station upgrade, downloads from dust monitors	\$5,324.43
13/01/2017	EFT-01333	TILT TRAY RENTAL	Mattress recycling	\$6,578.00
13/01/2017	EFT-01333	WA Local Government Association	Transport Cat Skid steer from Westrac workshop to Tamala Park (PLANT99)	\$226.88
13/01/2017	EFT-01333	Western Tree Recyclers	Staff Training	\$567.00
17/01/2017	EFT-01334	Biovision 2020 Pty Ltd	Processing of green waste	\$751.71
17/01/2017	EFT-01334	Water Dynamics	Contractor's Fees	\$2,450,126.82
18/01/2017	EFT-01335	City of Joondalup	Annual service - Retic in admin area	\$1,129.15
18/01/2017	EFT-01335	City of Perth	Lease Fees for February 2017	\$10,745.48
18/01/2017	EFT-01335	City of Stirling	Lease Fees for February 2017	\$5,399.60
18/01/2017	EFT-01335	City of Vincent	Lease Fees for February 2017	\$21,490.96
18/01/2017	EFT-01335	City of Wanneroo	Lease Fees for February 2017	\$5,372.74
18/01/2017	EFT-01335	Town of Cambridge	Lease Fees for February 2017	\$10,745.48
18/01/2017	EFT-01335	Town of Victoria Park	Lease Fees for February 2017	\$5,372.74
20/01/2017	EFT-01336	MRC	Payroll Employee Wages	\$5,372.74
19/01/2017	EFT-01337	Department of Environment Regulation	DEP Landfill levy Oct - Dec 2016	\$116,825.88
20/01/2017	EFT-01338	ACT Industrial Pty Ltd	30m & 15m hooklift bins	\$2,981,464.06
20/01/2017	EFT-01338	Airwell Group Pty Ltd	Repairs to suction pumps	\$50,204.00
20/01/2017	EFT-01338	ALLIGHTSYKES P/L	Globes for lighting tower	\$1,654.05
20/01/2017	EFT-01338	AUSTRALIA POST - PERTH	Postage & Freight	\$197.34
20/01/2017	EFT-01338	Bowman & Associates P/L	Superintendent Fees	\$200.00
20/01/2017	EFT-01338	Bunnings	Bushland management supplies & Building maintenance	\$1,347.50
20/01/2017	EFT-01338	CALTEX AUSTRALIA PETROLEUM PTY	Plant - Fuel and Oil	\$404.67
20/01/2017	EFT-01338	COVS Parts Pty Ltd	Hydraulic and engine oil for workshop	\$928.95
20/01/2017	EFT-01338	Data#3	Purchase of IT equipment	\$886.29
20/01/2017	EFT-01338	DFF Recruitment Services	Environmental Admin relief	\$2,526.56
20/01/2017	EFT-01338	EMRC	Timber processing	\$985.79
20/01/2017	EFT-01338	Fennell Tyres International Pty Ltd	Puncture repairs for Komatsu Loader (PLANT94)	\$1,122.00
20/01/2017	EFT-01338	FILTER SUPPLIES	Genset filter supplies	\$494.35
				\$141.57

20/01/2017	EFT-01338	Great Southern Fuel Supplies	Distillate	\$33,009.59
20/01/2017	EFT-01338	Jondalup Office National	Stationery and Printing	\$424.94
20/01/2017	EFT-01338	KD Aire Mechanical and Electrical Services	Quarterly air conditioning maintenance	\$1,171.50
20/01/2017	EFT-01338	Kott Gunning Lawyers	Legal Expenses	\$498.86
20/01/2017	EFT-01338	Michael Page International P/L	Project Manager	\$1,169.07
20/01/2017	EFT-01338	Olivers Lawn & Landscaping Pty Ltd	Landscaping and Gardens - RRF	\$291.00
20/01/2017	EFT-01338	RCG TECHNOLOGIES	Drop off of Asbestos	\$1,479.72
20/01/2017	EFT-01338	Reece Vellios	Computer system maintenance	\$7,493.26
20/01/2017	EFT-01338	SGS Australia Pty Ltd	ISO 14001 Audit & recertification	\$2,633.17
20/01/2017	EFT-01338	SIGNARAMA	Signage on site	\$995.50
20/01/2017	EFT-01338	Spider Waste Collection Services P/L	Mattress recycling	\$3,476.00
20/01/2017	EFT-01338	Staples Australia P/L	Insurance - Care renewal for servers	\$3,908.78
20/01/2017	EFT-01338	Star Consulting	High performance workshop - Education department	\$3,410.00
20/01/2017	EFT-01338	The Hire Guys - Wangara	Hire Excavator Kubota	\$1,378.00
20/01/2017	EFT-01338	URBAN RESOURCES	Limestone Cover crushing	\$14,463.15
20/01/2017	EFT-01338	WA Safety	Bolt on Bollards - Wash Down bay wall	\$94.20
20/01/2017	EFT-01338	Western Tree Recyclers	Processing of green waste	\$8,545.26
20/01/2017	EFT-01338	WesTrac Pty Ltd	Repair & maintenance for Skid Steer Loader (PLANT99)	\$242.05
20/01/2017	EFT-01339	Court Security	CCTV project	\$13,522.30
20/01/2017	EFT-01340	All Air Services	RRF quarterly air conditioner service	\$141.90
20/01/2017	EFT-01340	Australian Landfill Owners Association	Corporate membership	\$2,750.00
20/01/2017	EFT-01340	BOBJANE TMART	Puncture tyre repairs for Foton (PLANT103)	\$387.00
20/01/2017	EFT-01340	Car Care (WA) - Mindarie	Car maintenance Kia Carnival (PLANT106)	\$370.00
20/01/2017	EFT-01340	Command A Com	Telephone maintenance	\$269.50
20/01/2017	EFT-01340	Creative Catering	Catering expenses - Customer Service Training	\$534.00
20/01/2017	EFT-01340	DFP Recruitment Services	Environmental Admin Assistant	\$489.25
20/01/2017	EFT-01340	DIRECT TRADES SUPPLY	Rope for liner repairs	\$425.00
20/01/2017	EFT-01340	Iron Mountain Australia Pty Ltd	Data storage	\$63.50
20/01/2017	EFT-01340	IW Projects	Consultancy - Landfill planning	\$9,977.55
20/01/2017	EFT-01340	Kyocera Document Solutions	Photocopying Expenses	\$291.16
20/01/2017	EFT-01340	MARKETFORCE P/L	Advertising expenses - Notice of council meetings & annual report	\$2,067.58
20/01/2017	EFT-01340	Mission Impossible	Cleaning of Buildings	\$1,956.30
20/01/2017	EFT-01340	Olivers Lawn & Landscaping Pty Ltd	Landscaping and Gardens - RRF	\$300.00
20/01/2017	EFT-01340	Soft Landing	Collection of mattresses from transfer station	\$52,690.00
20/01/2017	EFT-01340	Spider Waste Collection Services P/L	Mattress recycling	\$3,460.60
20/01/2017	EFT-01340	Staples Australia P/L	Stationery and Printing	\$80.45
20/01/2017	EFT-01340	The Hire Guys - Wangara	Hire of VMS Board for Christmas period	\$1,100.00
20/01/2017	EFT-01340	Tyrecycle P/L	Collection of Tyres from Transfer station	\$2,119.36
20/01/2017	EFT-01340	Wren Oil	Admin costs - Collection of waste oil	\$49.50
20/01/2017	EFT-01341	Amalgam Recruitment	Workshop relief staff	\$5,419.67
20/01/2017	EFT-01341	APN Outdoor (Trading) P/L	Advertisement expenses - Transperth buses	\$7,307.15
20/01/2017	EFT-01341	ATOM Supply	Chemical handling Gloves	\$152.46
20/01/2017	EFT-01341	Castledine Gregory	Legal Expenses	\$415.80
20/01/2017	EFT-01341	Central Fire Services P/L	HHW Fire system Service	\$73.33
20/01/2017	EFT-01341	Crossland & Hardy Pty Ltd	Preparation of cross section liner plans	\$695.75
20/01/2017	EFT-01341	DFP Recruitment Services	Environmental Admin Assistant	\$657.20

20/01/2017	EFT-01341	DUN & BRADSTREET AUSTRALIA P/L	Debt collection commission	\$2.81
20/01/2017	EFT-01341	EMRC	Timber processing	\$594.00
20/01/2017	EFT-01341	Enviro Sweep	Access Road Maintenance	\$825.00
20/01/2017	EFT-01341	Envirocare Systems	Hygiene services - Tamla Park & RRF	\$704.52
20/01/2017	EFT-01341	Excel Carpet Cleaning WA	Cleaning of Building - RRF & Tamala Park admin windows	\$1,355.00
20/01/2017	EFT-01341	Fordham Management Services Pty Ltd	City of Vincent commercial bin project	\$1,078.50
20/01/2017	EFT-01341	Instant Products Group	Portable toilet hire & servicing	\$469.85
20/01/2017	EFT-01341	Kyocera Document Solutions	Photocopying Expenses	\$459.58
20/01/2017	EFT-01341	Lachlan Atkinson	City of Vincent commercial bin project	\$892.00
20/01/2017	EFT-01341	MagiCorp Pty Ltd	Telephone Expenses	\$113.33
20/01/2017	EFT-01341	Michael Page International P/L	Project Manager	\$1,924.53
20/01/2017	EFT-01341	Neverfail Springwater Ltd	Staff Amenities	\$172.85
20/01/2017	EFT-01341	NEWCASTLE WEIGHING SERVICES PT	Wasteman support & maintenance - Tamala Park & RRF	\$11,467.50
20/01/2017	EFT-01341	Reece Vellios	Computer system maintenance	\$8,900.66
20/01/2017	EFT-01341	Security Specialists Australia Pty Ltd	Cash collection fees	\$414.02
20/01/2017	EFT-01341	Spider Waste Collection Services P/L	Mattress recycling	\$3,899.50
20/01/2017	EFT-01341	Suez Recycling & Recovery (Perth) P/L	Confidential bin collection	\$52.04
20/01/2017	EFT-01341	T & C Transport Services	Courier Expenses	\$738.91
20/01/2017	EFT-01341	Ventouras Advertising & Design	Annual report design & printing 2017	\$5,940.00
20/01/2017	EFT-01341	Western Tree Recyclers	Processing of green waste	\$3,504.36
24/01/2017	EFT-01342	Menaglio Security & Communication	CCTV Project - Settlement	\$12,000.00
Total EFT Payments				\$6,541,257.18

Cheque No. 294 to 305	\$7,605.73
Electronic Payments:	
DP- 01516 to DP- 01527	\$258,460.32
Inter-Account Transfers	\$14,061.30
EFT- 01328 to EFT- 01342	\$6,541,257.18
Grand Total	\$6,821,384.53

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 6th April 2017 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.

Credit Card detailed analysis for December 2016 (paid January)
Council Meeting - 6th April 2017

Date	Payment to	Description	Amount
23-Dec-16	BWS Liquor	Christmas Drinks	205.98
21-Dec-16	Oscars Restaurant	CEO Lunch (awards)	298.72
19-Dec-16	Safemaster Safety	Safety equipment	594.00
19-Dec-16	Coles	Amenities	125.04
19-Dec-16	Bearcat Tyres	Maintenance repairs/parts	734.36
16-Dec-16	L&P Clarkson	Safety glasses (prescription)	639.00
16-Dec-16	Electronic services	Air conditioning repairs	308.00
16-Dec-16	Oscars Restaurant	CEO Lunch (Management)	259.43
15-Dec-16	PBF (Australia) Ltd	Guest Speaker - Toolbox	685.00
13-Dec-16	T/PTS Wangara	Maintenance repairs/parts	203.12
8-Dec-16	Coles	Amenities	79.22
7-Dec-16	Coles	Staff award vouchers	664.85
6-Dec-16	Basil Fine Foods	Christmas Eve Lunch	335.00
6-Dec-16	North Coast Foods	Christmas Eve Lunch	32.60
6-Dec-16	Battery World Joondalup	Battery - Biodiesel	520.00
6-Dec-16	Australian Industrial	Conference fees	7,906.50
6-Dec-16	Coles	Christmas vouchers	2,600.00
30-Nov-16	Kyocera Australia	Stationery supplies	130.90
29-Nov-16	MIRCO	Kangaroo food	85.40
29-Nov-16	Australia Refrigeration	Degas Licence	140.00
28-Nov-16	Coles	Amenities	101.81
28-Nov-16	Coles	Staff award vouchers	764.85
28-Nov-16	Scintex	Delivery fee	20.39
25-Nov-16	Cheeky Sparrow	CEO refreshments	7.00
25-Nov-16	Raine Square	Parking fees	21.00
25-Nov-16	L&P Clarkson	Safety glasses (prescription)	479.00
Total Credit Card - 25 November 2016 to 23 December 2016			17,941.17

List of Payments made for the month ended 28 February 2017

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APPENDIX NO. 5

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**Schedule of Payment for February 2017
Council Meeting - 6th April 2017**

Cheque Posting Date	Document No.	Vendor Name	Description	Cheque Amount
21/02/2017	306	SYNERGY	Electricity usage	\$99.65
21/02/2017	307	TELSTRA	Telephone Expenses	\$1,416.05
21/02/2017	308	WATER CORPORATION	Water usage	\$2,180.44
21/02/2017	309	Cash - Petty Cash	Reimbursement of petty cash expenses	\$581.35
21/02/2017	310	Cash	Staff lotto - Deducted from staff salary	\$620.00
22/02/2017	311	Australian Services Union	Union Membership Fees - Deducted from staff salary	\$146.50
22/02/2017	312	CHILD SUPPORT	Child Support Allowance payment - Deduction made from staff salary	\$1,503.36
22/02/2017	313	Health Insurance Fund of WA	Health Insurance premium deducted from staff salary	\$362.50
		Total Cheque Payments		\$6,909.85
24/02/2017	DP-01528-29	Cancelled	Cancelled	\$0.00
24/02/2017	DP-01530	Australian Taxation Office	BAS January 17	\$276,793.00
23/02/2017	DP-01531	National Australia Bank	Account Keeping fees	\$20.00
23/02/2017	DP-01531a	National Australia Bank	NAB Connect Fees	\$5.00
		Total Direct Payments		\$276,818.00
21/02/2017	Trf 1	Commonwealth Bank	Inter-account transfer	\$800,000.00
23/02/2017	Trf 2	Commonwealth Bank	Inter-account transfer	\$900,000.00
		Total Inter account Transfers		\$1,700,000.00
1/02/2017	EFT-01343	MRC Credit Card	See separate schedule	\$10,155.96
3/02/2017	EFT-01344	MRC	Payroll Employee Wages	\$116,633.12
6/02/2017	EFT-01345	MARKETFORCE P/L	Advertising expenses - Tender	\$728.52
6/02/2017	EFT-01345	United Equipment	Replacement CAT Forklift (PLANT117)	\$35,098.80
6/02/2017	EFT-01345	WASTE MANAGEMENT ASSN OF AUST LTD	Membership subscription	\$2,540.00
7/02/2017	EFT-01346	AMP FLEXIBLE SUPER	Superannuation Premium	\$774.93
7/02/2017	EFT-01346	ANZ Smart Choice Super	Superannuation Premium	\$448.58
7/02/2017	EFT-01346	Australian Ethical Super	Superannuation Premium	\$1,552.64
7/02/2017	EFT-01346	Australian Super Administration	Superannuation Premium	\$1,308.71
7/02/2017	EFT-01346	BT Super for Life - SG	Superannuation Premium	\$657.28
7/02/2017	EFT-01346	Colonial First State	Superannuation Premium	\$891.51

7/02/2017	EFT-01346	HOSTPLUS	Superannuation Premium	\$998.47
7/02/2017	EFT-01346	IOOF Portfolio Service Superannuation Fund	Superannuation Premium	\$946.35
7/02/2017	EFT-01346	Netwealth Superannuation	Superannuation Premium	\$538.49
7/02/2017	EFT-01346	North Personal Superannuation	Superannuation Premium	\$1,811.24
7/02/2017	EFT-01346	Plum Superannuation Fund	Superannuation Premium	\$177.56
7/02/2017	EFT-01346	Sunsuper	Superannuation Premium	\$1,516.17
7/02/2017	EFT-01346	WALGS PLAN PTY LTD	Superannuation Premium	\$43,707.99
14/02/2017	EFT-01347	A & G Wines Plumbing	Annual Backflow prevention testing at water meter	\$273.90
14/02/2017	EFT-01347	Action Sheds Australia	Degassing shed	\$2,067.49
14/02/2017	EFT-01347	Amalgam Recruitment	Workshop relief staff	\$3,888.65
14/02/2017	EFT-01347	APN Outdoor (Trading) P/L	Advertisement expenses - Transperth buses	\$7,307.15
14/02/2017	EFT-01347	BOC Limited	Cylinder gas	\$502.39
14/02/2017	EFT-01347	CAPS Australia Pty Ltd	Gear Drive Compressor 7.5barg	\$925.32
14/02/2017	EFT-01347	Corporate Sports Australia	Garden festival display	\$2,112.00
14/02/2017	EFT-01347	Daniels Health Laboratory	Sharps Containers	\$275.48
14/02/2017	EFT-01347	DFP Recruitment Services	Environmental Admin Assistant	\$569.57
14/02/2017	EFT-01347	EMRC	Timber processing	\$858.00
14/02/2017	EFT-01347	Gavin Burgess	Community battery collection	\$2,774.00
14/02/2017	EFT-01347	Great Southern Fuel Supplies	Distillate	\$31,566.98
14/02/2017	EFT-01347	Kitec Electrical Services	Building Maintenance - Electrical Repairs	\$1,258.96
14/02/2017	EFT-01347	Lasso Kip P/L	No glass advertisement	\$1,320.00
14/02/2017	EFT-01347	Major Motors Pty Ltd	Scheduled service for Isuzu Fire truck (PLANT110)	\$1,090.21
14/02/2017	EFT-01347	MKDC	Admin office refurbishment	\$4,070.00
14/02/2017	EFT-01347	PIRTEK (MALAGA) PTY LTD	Replacement hose for Hino Bin truck (PLANT61)	\$555.12
14/02/2017	EFT-01347	RCG TECHNOLOGIES	Drop off of Asbestos	\$3,236.67
14/02/2017	EFT-01347	Stephen Michael Terenciuk	Replacement tyre for Komatsu Loader (PLANT93)	\$1,838.00
14/02/2017	EFT-01347	Western Tree Recyclers	Processing of green waste	\$1,322.95
14/02/2017	EFT-01347	WesTrac Pty Ltd	Replacement parts for Skid Steer Loader (PLANT99)	\$3,886.58
14/02/2017	EFT-01347	WORK CLOBBER	Staff uniforms and safety gear	\$3,823.56
14/02/2017	EFT-01347	Wright Landscapes Consulting	Blackseal - vetiver grass wall	\$270.00
15/02/2017	EFT-01348	Gunther Hoppe	Reimbursement - SAICA membership 2017	\$616.26
16/02/2017	EFT-01349	Amalgam Recruitment	Workshop relief staff	\$2,607.99
16/02/2017	EFT-01349	Bale Data Services	Thermal cash register rolls	\$129.62
16/02/2017	EFT-01349	Biovision 2020 Pty Ltd	Contractor's Fees	\$2,443,575.67
16/02/2017	EFT-01349	BOC Limited	Cylinder hire charges	\$103.54
16/02/2017	EFT-01349	Bowman & Associates P/L	Superintendent Fees	\$5,005.00
16/02/2017	EFT-01349	CALTEX AUSTRALIA PETROLEUM PTY	Plant - Fuel and Oil	\$695.95

16/02/2017	EFT-01349	Close the Loop Ltd	Recycled Pens - promotional stock for waste education	\$1,321.27
16/02/2017	EFT-01349	Davidson Projects P/L	Electrical works at admin office	\$1,962.31
16/02/2017	EFT-01349	DFF Recruitment Services	Environmental Admin Assistant	\$657.20
16/02/2017	EFT-01349	Instant Products Group	Portable toilet hire & servicing	\$610.10
16/02/2017	EFT-01349	Kott Gunning Lawyers	Legal Expenses	\$482.13
16/02/2017	EFT-01349	LANDFILL GAS & POWER PTY LTD	Electricity usage	\$14,433.45
16/02/2017	EFT-01349	Men of the Trees	Earth Carers course venue hire	\$715.00
16/02/2017	EFT-01349	Michael Page International P/L	Project Manager	\$2,057.92
16/02/2017	EFT-01349	Mindarie Workshop & Auto Electrical	Repair & maintenance for Ford Ranger (PLANT113)	\$356.88
16/02/2017	EFT-01349	Neverfail Springwater Ltd	Staff Amenities	\$253.30
16/02/2017	EFT-01349	Performance Packaging	Urinal Blocks	\$800.80
16/02/2017	EFT-01349	Plants & Garden Rentals	Monthly Plants rental	\$220.00
16/02/2017	EFT-01349	Spider Waste Collection Services P/L	Mattress recycling	\$3,269.20
16/02/2017	EFT-01349	Staples Australia P/L	Toner cartridges	\$295.42
16/02/2017	EFT-01349	Upfront Communication	Customer Service Training	\$6,593.40
16/02/2017	EFT-01349	Water2water P/L	Service Billi in Admin Kitchen	\$374.95
16/02/2017	EFT-01349	Wren Oil	Admin costs - Collection of waste oil	\$33.00
17/02/2017	EFT-01350	MRC	Payroll Employee Wages	\$114,500.59
28/02/2017	EFT-01351	AMP FLEXIBLE SUPER	Superannuation Premium	\$835.64
28/02/2017	EFT-01351	ANZ Smart Choice Super	Superannuation Premium	\$521.17
28/02/2017	EFT-01351	Australian Ethical Super	Superannuation Premium	\$1,492.97
28/02/2017	EFT-01351	Australian Super Administration	Superannuation Premium	\$682.14
28/02/2017	EFT-01351	BT Super for Life - SG	Superannuation Premium	\$718.05
28/02/2017	EFT-01351	Colonial First State	Superannuation Premium	\$1,234.40
28/02/2017	EFT-01351	HOSTPLUS	Superannuation Premium	\$1,091.36
28/02/2017	EFT-01351	IOOF Portfolio Service Superannuation Fund	Superannuation Premium	\$1,248.08
28/02/2017	EFT-01351	Netwealth Superannuation	Superannuation Premium	\$508.56
28/02/2017	EFT-01351	North Personal Superannuation	Superannuation Premium	\$2,469.76
28/02/2017	EFT-01351	Plum Superannuation Fund	Superannuation Premium	\$235.18
28/02/2017	EFT-01351	Sunsuper	Superannuation Premium	\$1,531.90
28/02/2017	EFT-01351	WALGS PLAN PTY LTD	Superannuation Premium	\$42,906.78
23/02/2017	EFT-01352	Airwell Group Pty Ltd	Quarterly service on the airwell pumps	\$1,292.92
23/02/2017	EFT-01352	All Air Services	RFF server room air conditioning repairs	\$604.36
23/02/2017	EFT-01352	AUSTRALIA POST - PERTH	Postage & Freight	\$10.55
23/02/2017	EFT-01352	BOC Limited	Cylinder hire charges	\$103.54
23/02/2017	EFT-01352	Cabcharge Australia Ltd	Admin fee	\$6.00
23/02/2017	EFT-01352	Castle Security & Electrical Pty	Supply and install a GPRS module	\$1,331.97

23/02/2017	EFT-01352	Castledine Gregory	Legal Expenses	\$455.40
23/02/2017	EFT-01352	Central Fire Services P/L	HHW Fire system service	\$73.33
23/02/2017	EFT-01352	Court Security	CCTV Project weighbridge	\$924.00
23/02/2017	EFT-01352	DFP Recruitment Services	Environmental Admin relief	\$580.53
23/02/2017	EFT-01352	DUN & BRADSTREET AUSTRALIA P/L	Debt collection commission	\$3.52
23/02/2017	EFT-01352	ECOLO WA	Servicing of Odour units	\$2,112.00
23/02/2017	EFT-01352	Enviro Sweep	Access Road Maintenance	\$2,475.00
23/02/2017	EFT-01352	Greencandy P/L	BioWish Aqua FOG 1 kg	\$1,870.00
23/02/2017	EFT-01352	Irenie Tasselli	Reimbursement - battery program materials for waste education	\$302.90
23/02/2017	EFT-01352	Joondalup Office National	Stationery and Printing	\$453.46
23/02/2017	EFT-01352	KD Aire Mechanical and Electrical Services	Admin air conditioning maintenance	\$2,618.65
23/02/2017	EFT-01352	Keith D'Sa	Reimbursement - FBT 2017 seminar	\$649.00
23/02/2017	EFT-01352	Komatsu Australia	Tools for workshop usage	\$138.64
23/02/2017	EFT-01352	Kyocera Document Solutions	Photocopying Expenses	\$364.50
23/02/2017	EFT-01352	Magcorp Pty Ltd	Telephone Expenses	\$113.33
23/02/2017	EFT-01352	Michael Page International P/L	Project manager	\$1,314.79
23/02/2017	EFT-01352	Mission Impossible	Cleaning of Buildings	\$1,956.30
23/02/2017	EFT-01352	Olivers Lawn & Landscaping Pty Ltd	Landscaping and Gardens - RRF	\$218.00
23/02/2017	EFT-01352	Power Industrial Supplies	Line Marking Paint	\$248.60
23/02/2017	EFT-01352	Reece Vellios	Computer system maintenance	\$7,774.76
23/02/2017	EFT-01352	REmida Perth Inc	Corporate membership	\$290.00
23/02/2017	EFT-01352	Soft Landing	Collection of mattresses from transfer station	\$15,482.50
23/02/2017	EFT-01352	Spider Waste Collection Services P/L	Mattress recycling	\$6,105.00
23/02/2017	EFT-01352	Staples Australia P/L	Stationery and Printing	\$179.93
23/02/2017	EFT-01352	T & C Transport Services	Postage & Freight	\$208.19
23/02/2017	EFT-01352	Total Eden Pty Ltd	Leachate pipes	\$227.44
23/02/2017	EFT-01352	Tyrecycle P/L	Collection of Tyres from Transfer station	\$1,802.02
23/02/2017	EFT-01352	WA Access Hire	Hire equipment for Fire break, gutters, main road trees	\$2,356.75
23/02/2017	EFT-01352	WASTE MANAGEMENT ASSN OF AUST LTD	Corporate membership	\$285.00
23/02/2017	EFT-01352	West Coast Lining Systems	Drizzle matt	\$18,920.00
23/02/2017	EFT-01352	Western Tree Recyclers	Processing of green waste	\$2,341.24
23/02/2017	EFT-01352	WesTrac Pty Ltd	Workshop consumable supplies	\$347.86
27/02/2017	EFT-01353	Gunther Hoppe	Reimbursement - AICP & Leadership WA membership & Amarok service (PLANT	\$1,581.24
Total EFT Payments				\$3,031,549.46

Cheque No. 306 to 313	\$6,909.85
Electronic Payments:	
DP- 01528 to DP- 01531a	\$276,818.00
Inter-Account Transfers	\$1,700,000.00
EFT- 01344 to EFT- 01353	\$3,031,549.46
Grand Total	\$5,015,277.31

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 6th April 2017 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.

Credit Card detailed analysis for January 2017 (paid February)
Council Meeting - 6th April 2017

Date	Payment to	Description	Amount
24-Dec-16	Jarachi Pty Ltd	Christmas party food	207.00
30-Dec-16	Total Eden	Leachate fittings	1,217.75
4-Jan-17	Austin Computer Supplies	Computer supplies	1,216.00
5-Jan-17	Pheonix Holden	Gardener Ute service	729.20
5-Jan-17	QBE Insurance	Waste to Energy events	72.00
6-Jan-17	Coles	Staff award vouchers	1,014.85
6-Jan-17	Qantas Airways	Waste to Energy events	3,491.99
9-Jan-17	St John Ambulance	First Aid Training	995.00
9-Jan-17	Officeworks	CEO Mobile phone	1,049.00
11-Jan-17	Dome Wanneroo	CEO refreshments	10.40
11-Jan-17	Coles	Amenities	118.95
11-Jan-17	KAB seating	Maintenance parts	127.45
13-Jan-17	Fibber McGees	SWG Meeting	111.90
13-Jan-17	City of Vincent	CEO Parking	14.00
13-Jan-17	Lets Perth Pty Ltd	Car hire deposit	150.00
15-Jan-17	DN WA Holdings	CEO meeting refreshments	15.00
16-Jan-17	Coles	Amenities	275.97
17-Jan-17	Australian Industrial Ecology Network PTY Ltd	Waste to Energy events	(964.50)
19-Jan-17	Department of Commerce	HR Training	47.00
20-Jan-17	Landgate	Property report	114.00
24-Jan-17	Australian Refrigeration	Degas License Gary Smith	143.00
Total Credit Card - 24 December 2016 to 25 January 2017			10,155.96

Strategic Community Plan 2018 - 2037

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APPENDIX NO. 6

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FRONT PAGE

MRC
STRATEGIC COMMUNITY PLAN 2018 – 2037

	City of Joondalup	Cr Russ Fishwick JP Cr Mike Norman
	City of Perth	Cr Jim Adamos
	City of Stirling	Cr David Boothman JP Cr Stephanie Proud JP Cr Samantha Jenkinson Cr Andrew Guilfoyle
	City of Vincent	Cr Emma Coles
	City of Wanneroo	Cr Russell Driver Cr Dot Newton JP
	Town of Cambridge	Cr Corinne MacRae
	Town of Victoria Park	Cr Vince Maxwell



Mindarie Regional Council

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9. The Next Twenty Years	
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~~The Mindarie Regional Council was founded on disposal but over the years it has demonstrated a commitment to move its efforts and those of its community higher up the Waste Hierarchy.~~

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



1. CHAIRPERSON'S FOREWORD

The Mindarie Regional Council has long been considered a leader in the waste management industry in this State and through this Strategic Community Plan (the Plan) I feel it will continue to be looked upon in that way well into the future.

This is the first review of the Plan conducted in conjunction with our councillors, member councils and other stakeholders. The Plan provides a sound basis for Mindarie Regional Council (MRC) to meet its obligations not only to its region but also in responding to the State Government objectives through its Waste Strategy "Creating the Right Environment". ~~Notwithstanding the uncertainty of the State Government's reform process for regional councils This plan will ensure that the MRC, or any replacement body developed through the reform, is well placed to respond to the challenges of waste management over the next twenty years.~~

The Council of the MRC has been brave in its decision making since the endorsement of the original Plan back in June 2013. Endorsing reports developed by consultants, Hyder Pty Ltd that set the MRC in a new direction providing the ability to offer a broader range of service to our member councils. This new model positions the MRC as a procurer of services enabling the provision of a broader range of waste solutions to our member councils. These new services include infrastructure solutions such as Energy from Waste, Municipal Recycling and a Sorting Shed that will significantly reduce MRC's reliance on landfill.

The MRC and its member councils are currently finalising an Establishment Agreement to replace the existing Establishment Agreement (Constitution). The new Establishment Agreement will allow the MRC to expand its waste services to its member councils thus enabling waste solutions that are not possible under the current Constitution.

The MRC has been at the forefront in tackling the challenges set by the State in its strategic objectives for waste management. It was one of the first regional local governments to introduce a Resource Recovery Facility, which takes 100,000 tonnes of the region's municipal waste and converts it to compost. This was achieved using a Public Private Partnership arrangement as an enabler to fund the project valued at almost \$100M. In addition to this, at Tamala Park, the MRC continues to live its environmentally sustainable waste management objectives by heading its operations on the basis of "reusing and recycling" the waste it receives in accordance with the waste hierarchy. This objective also plays a significant role in developing the messages we provide to the region through our Education team, particularly to schools and at community events. In addition the MRC currently holds an internationally recognised ISO14001 Environmental Management accreditation indicating the value placed by the organisation on doing the right thing by the environment.

Since endorsing the Plan in 2013 the Council has diligently worked towards achieving its goals and the change in MRC's service model from being a direct provider of services to procuring services and infrastructure required to meet its new objectives is evidence of this. I congratulate the Councillors, who have been part of this journey, on their commitment to the vision set in the Plan and the member councils CEO's and executive that have supported the new positioning of the MRC. Finally I would like to take this opportunity to thank the MRC executive for driving the changes through the Council of the MRC and its member councils.

~~I am excited about our future and the Community Plan sets the scene for the MRC to manage the various aspects of its business and meet the region's requirements for managing waste. I would like to take this opportunity to thank our Councillors and staff, the Member Councils CEOs and staff, the Strategic Working Group and the Community Engagement Advisory Group who have all provided invaluable input into this Community Plan.~~

Cr Russ Fishwick
Chairman

2. CEO'S FOREWORD

"Winning Back Waste" is what the Mindarie Regional Council (MRC) is all about. Waste management is now more than just landfill with the recovery of the resources contained within waste, and a change in attitude to minimise the amount of waste being produced, becoming increasingly important to a sustainable future.

The Integrated Planning Process legislated by the State Government provides the opportunity for local governments and regional councils to appropriately determine their service provision over a period of up to 20 years based on input from relevant stakeholders including the communities that avail themselves of the services provided.

Developing a new Strategic Community Plan has given the MRC the opportunity to review and assess its operations and create a new, clear vision for the way it will manage waste into the future.

The 20 year Strategic Community Plan (The Plan), whilst important, is only the first investment the MRC will make in creating certainty for its future. The Plan provides a high level focus on the services we will require over the next 20 years and when we will provide them. The Plan is informed by a suite of other important corporate plans, such as the 20 year Financial Plan, Asset Management Plan and Workforce Plan. These documents will provide critical information on both the short term operation of the MRC and inform the Annual Budget process ensuring that the MRC remains focussed on the future positioning anticipated in the Plan and reduce the potential for organisational slip. Each of these plans will be reviewed regularly (most at least annually) to ensure they stay relevant to changes in the industry and requirements of the member councils.

The Plan, having had significant input from various stakeholders including member councils, community groups and MRC staff, brings together the vision, knowledge and ideals of various individuals and groups thus ensuring the best positioning of the MRC in Waste Management for the next 20 years. The Plan has also considered the external factors that will influence the future management of waste in the Perth Metropolitan area such as the Waste Authority's Waste Strategy for Western Australia "Creating the Right Environment" and the infrastructure solutions required such as Energy from Waste.

The Plan demonstrates how much more the MRC can do in providing solutions for its Region and its member councils. The challenge for the MRC in implementing the Plan is that it produces significant benefits to its member councils that they could not achieve individually.

The MRC's commitment to its stakeholders is that it will hold itself accountable to the Planning framework and will ensure that its current and future delivery of service will be consistent with the plans developed and reviewed as part of the process. Finally I would like to particularly thank the MRC's councillors and staff, member Council CEOs and Executives and the working and community groups for their valuable contribution in developing the Plan.

Brian Callander
Chief Executive Officer

3. EXECUTIVE SUMMARY

The Mindarie Regional Council (MRC) is one of Western Australia's largest waste management authorities assisting its member councils, mainly situated in Perth's northern corridor, deal with their waste. The MRC recognises that waste does have a value as a resource and is committed to managing waste in line with the waste hierarchy and in a way sensitive to the environment and future generations.

The MRC's Strategic Community Plan ~~2013/14 — 2033/34~~ 2018 – 2037 'Winning Back Waste', constitutes not only the consolidation of the MRC as a leader in the industry, but also hails a new direction. The Plan articulates a shared vision for waste management in the Region and shows how the MRC can deliver environmentally sustainable waste management for its communities.

Waste management is changing. Although landfilling is still seen as an important part of the industry, the focus is moving toward resource recovery and other higher order activities that minimise waste. The goal is to treat waste and offer solutions as high up on the waste hierarchy as practicable.

This Plan creates a new vision for the MRC, 'Winning Back Waste' and with this a focus in achieving improved waste outcomes for the region, which focus on:

- Reducing the amount of waste being generated
- Increasing resource recovery
- Diversion from landfill

The MRC provides a broader range of services than that anticipated when it was originally formed. It promotes and works with its member councils to achieve improved waste outcomes throughout the region. This ~~may will~~ include solutions that don't involve delivering waste to MRC facilities. Any waste produced in the MRC's regional boundaries therefore needs to be considered in any strategic visioning process.

~~Difficult and uncertain times have resulted in the strategies of this plan initially being relatively modest with major initiatives being delayed until some clarity is given to enable the MRC to confidently move forward in achieving its vision. This plan recognises the MRC's direction of becoming a facilitator of waste solutions for its region.~~ This plan and its associated supporting documents however are dynamic, being reviewed on a regular basis and being flexible enough to accommodate change.

Population growth in the Region will see the amount of waste being generated increase significantly, even with waste minimisation strategies being implemented. To deal with this waste a progressive approach to waste management will be required, including: ~~a focus on improved community education and engagement, under-pinned by progressive waste processing facilities.~~

- ~~New approaches~~
- ~~New infrastructure~~
- ~~New attitude and behaviours~~

This will result in challenges to the MRC as an organisation and the MRC as a region, as the right balance between social, economic and environmental outcomes is sought. However with challenges comes opportunity. The MRC ~~needs to grasp~~ is ~~focussed on grasping~~ these opportunities and ~~focus on~~ "Winning Back Waste."

4. BACKGROUND

4.1 The Mindarie Regional Council

The Mindarie Regional Council (MRC) is one of the State's largest waste management authorities. Formed in 1981 when the Cities of Perth, Stirling and Wanneroo purchased land in Perth's northern corridor that included a parcel of land deemed suitable for a landfill. The MRC was constituted ~~as a regional council~~ in 1988.

The MRC's primary role is to manage and dispose of waste delivered to it by its member councils. These currently being: the Cities of Perth, Stirling, Joondalup, Vincent and Wanneroo and the Towns of Cambridge and Victoria Park.

~~At the time of this Plan's development the City of Stirling is seeking a withdrawal from the MRC and has a temporary exemption from delivering waste to the MRC.~~

The Tamala Park landfill opened in 1991 and at one stage was WA's largest landfill operation and is still regarded in the industry as a best practice facility.

Situated in the heart of Perth's rapidly developing northern corridor the increases in population have and will continue to drive a steady increase in waste the MRC has to manage on behalf of its member councils.

The end of life forecast for the landfill is ~~2023/2024~~ 2028 and the lease for the Tamala Park site expires in 2032.

The Resource Recovery Facility (RRF) in Neerabup, opened in 2009, and changed the way waste was dealt with in the region with a significant portion of the household green wheelie bin waste now being processed and only the residue going to landfill.

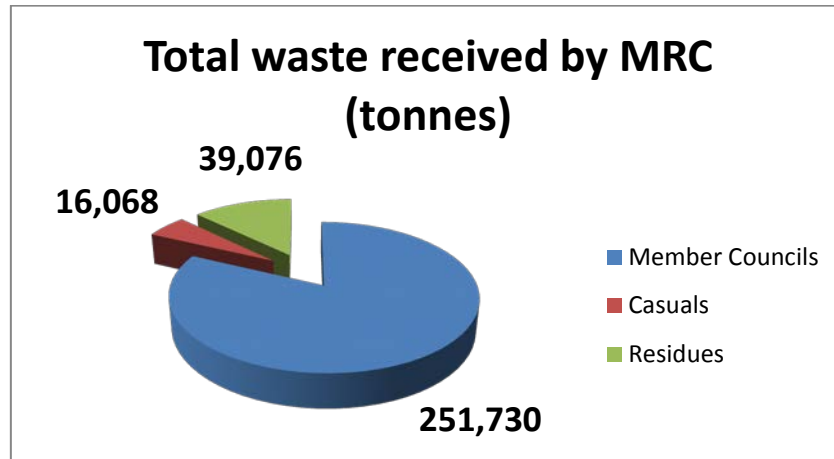
The MRC is contracted to deliver waste to this facility until at least 2030.

4. BACKGROUND (cont.)

4.2 The Mindarie Regional Council: The Business

WASTE

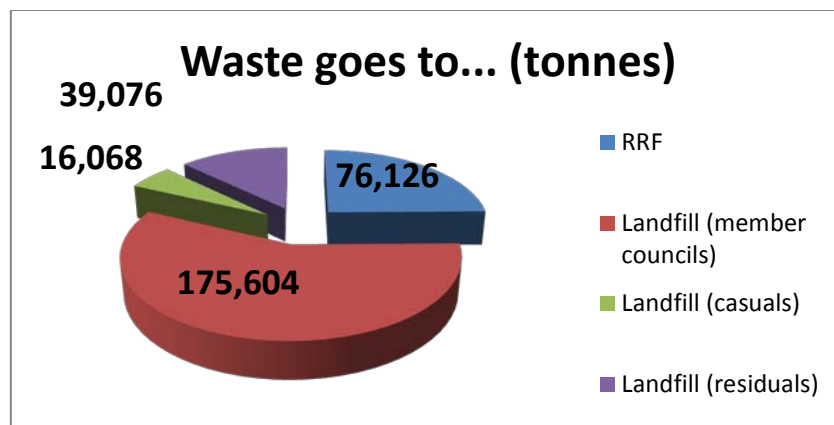
The ~~2011/2012~~ 2016 Financial year data showed the total waste received by the MRC to be ~~295,197~~ 306,874 tonnes from the following sources:



The greater proportion of the residue section is waste from the RRF process and is effectively counted twice, once as untreated waste received at the RRF for processing and then again as processed residues entering Tamala Park.

~~During this period the City of Stirling, formally MRC's largest tipper, has had an exemption from delivering waste to the MRC.~~

The majority of this waste however still goes to landfill as shown below.



(MRC Annual Report ~~2011/2012~~ 2016)

In addition to this waste the member councils conduct a kerbside comingled recycling service (yellow top bins) and bulk verge 'greens' collections, both of which don't come to the MRC for processing or disposal.

4. BACKGROUND (cont.)

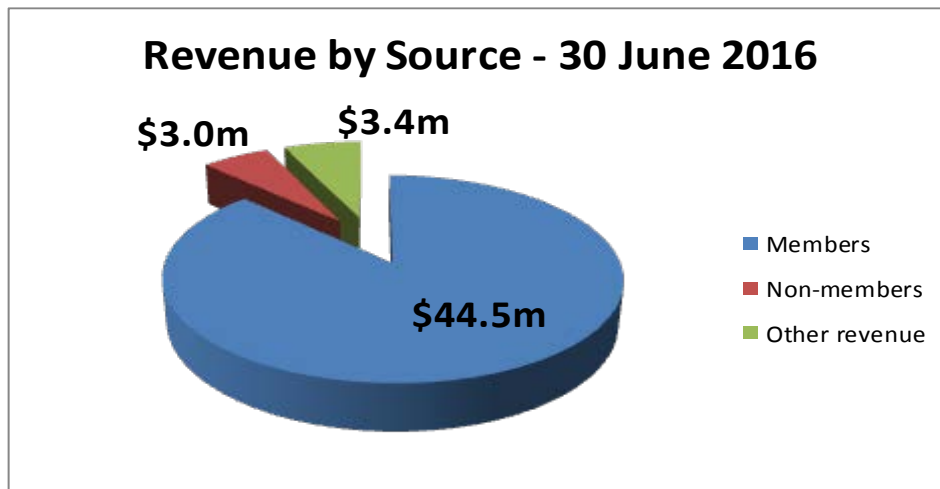
4.2 The Mindarie Regional Council: The Business (cont.)

FINANCES

The ~~2011/2012~~ 2016 figures show the MRC to be a \$40 \$48 million dollar a year breakeven business.

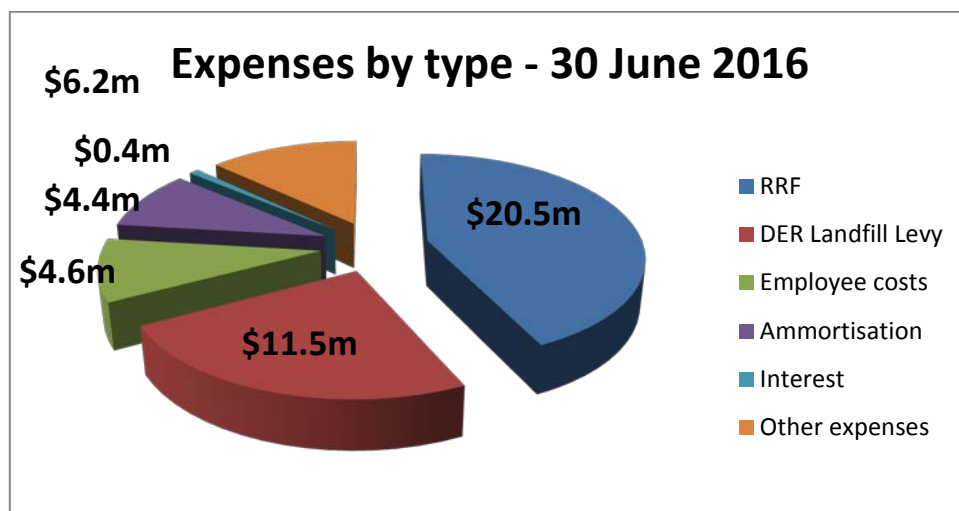
Income ~~2011/2012~~ 2016

The Member Council contributions represent a major part of MRC's business although the Casual revenue is not insignificant.



Expenditure ~~2011/2012~~ 2016

A significant cost to the MRC is the Resource Recovery Facility (RRF) demonstrating that advanced waste treatment plants (AWTs) are expensive compared to landfill, but are necessary to achieve effective waste diversion from landfill.



(MRC Annual Report ~~2011/2012~~ 2016)

4. BACKGROUND (cont.)

4.3 The Mindarie Regional Council: Operations

TAMALA PARK

The Tamala Park waste disposal site is still the cornerstone of the MRC business. On the site there is the landfill operations; a transfer station to receive waste; recycling and reuse centre; landfill gas extraction and electricity generation operations; the MRC administration offices; and whole of site environmental management, including areas designated heritage and Bushland Forever.

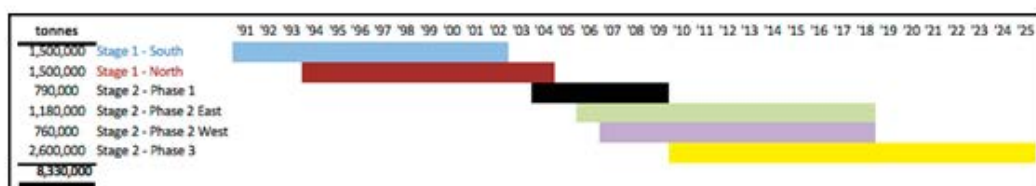
Located in Perth's northern suburbs it was once quite removed from populous areas. However Perth's rapidly growing population has now spread to its boundaries and beyond. Immediately to the north is the new suburb of Catalina, to the south is the suburb Kinross, to the west is a Bush Forever zone and to the east is the Neerabup National Park.

Landfill

The landfill has been developed in stages over the years. Stage 1 was located on the Eastern side and was opened in two phases. Stage 2, on the western side, has been developed in 4 parts with the Phase 3 pit, being filled now.

See colour coding below.

Since opening the site has received nearly 5 million tonnes of waste.



4. BACKGROUND (cont.)

4.3 The Mindarie Regional Council: Operations (Cont.)

Transfer Station

The transfer station is designed as a drop off for residential and small business self-haul waste. This reduces the risk of having small vehicles on the landfill and enables some separation and recovery of waste to be made prior to it being sent to the landfill.

Recycling Centre

Located at the entrance to the Tamala Park facility, the Recycling and Reuse Centre is designed as a drop off for residents and small business to dispose of recyclables, household hazardous waste (HHW) and reuse items. Drop off of these items is free and patrons are encouraged to use this facility first before proceeding to the transfer station. A shop is located here for patrons to purchase second hand and reuse items.

The Weighbridge

A dual weighbridge is sited between the Recycling Centre and the Transfer Station. Vehicles are charged by the tonne (or pro rata) for waste dropped off at the Transfer Station or onto the landfill (in the case of Member Council or large casual loads).

Landfill Gas

Putrescible waste as it decomposes produces landfill gas (which includes significant quantities of methane gas). This gas is extracted from the landfill site through a series of bores and a network of pipes and is used to produce electricity. With the approval of the Council, **Landfill Gas and Power** are currently producing electrical on site creating an additional income stream for the benefit of the Council and its Member Councils and ratepayers. This activity also helps to manage methane emissions from the landfill which would otherwise be damaging the atmosphere and contributing to the Greenhouse Effect.

The onsite power station houses 5 x 1 MW gas engines and produce enough green energy to power a small suburb (about the size of Kinross). This operation is a key tool in MRC's methane gas management.

Environment

The whole site is carefully monitored to ensure that it meets all the regulatory requirements. The MRC currently holds an ISO14001 accreditation, an internationally recognised environmental management standard. This covers a wide range of aspects concerning the MRC and the Tamala Park operations with an obligation to meet licensing and environmental conditions. This includes operational aspects like cover and capping of the landfill site; monitoring gas, water, dust, odours; control of vermin; revegetation of old works areas; hazardous waste disposal; protection of heritage and bushland forever sites; and education to promote a sustainable community.

4. BACKGROUND (cont.)

4.3 The Mindarie Regional Council: Operations (Cont.)

RESOURCE RECOVERY FACILITY

The RRF was established through a public/private partnership arrangement where the facility is built, owned and operated by BioVision 2020 on land owned by the MRC. They are contracted to receive MRC waste for 20 years.

The RRF processes over 400 tonnes of general household (green lidded wheelie bin) waste per day.

In a year, 100,000 tonnes is processed, 51,000 tonnes of that is diverted to produce over 20,000 tonnes of compost (the remaining 30,000 tonnes are predominantly moisture losses during the process).

During 2016, the RRF was closed for 3 months to allow critical repair work to be undertaken. This resulted in less waste being delivered to the plant than otherwise would be in a normal contract year.

EDUCATION

The MRC's educative role is quite broad in its application.

As an organisation the MRC is seen as a leader in the waste industry where it contributes at all levels providing information, advice and support. The MRC acts as a conduit between the member councils, waste industry initiatives and the community, actively engaging with all these groups and facilitating new programs.

The MRC works closely with member councils, driving new initiatives and providing support to programs into the community. Materials and activities are co-branded (using member councils name and logos to increase awareness) and message are aligned to the MRC and member council goals to improve resource recovery and education outcomes.

At the community level, whilst delivering message of placing the right thing into the different bins assists in reducing the contamination rates, the community is also advised of different disposal options for various products.

The messages are very Waste Hierarchy focused. Strong on high order messaging, reduce and reuse, plus diverting from landfill and recovering what we can. The efficiency of infrastructure can be improved by targeting problematic waste or low volume wastes that make collection or processing of waste difficult i.e. e-waste, household hazardous waste.

Taking people on a waste journey and connecting them back to their waste is important, showing that the story doesn't just end once you put waste in the bin. The waste becomes everyone's problem.

The focus is very much on personal contact with members of the public. Educate them well and then rely on them becoming engaged with waste and to spread the word to friends and family, throughout the community. This is done through:

- Tours of facilities
- Education Centre (Tamala Park) and Visitors Centre (RRF)
- Talks and visits to schools and community groups
- Roaming Recycler waste education display at fairs, shows, concerts, shopping centres other events
- Earth Carers, a waste related community outreach program
- Community engagement and behavioural change programs (Household Hazardous Waste, dry celled battery recycling, e-waste, event recycling)

Traditional means of communication like brochures, flyers, newspaper adverts and articles are also used, and increasingly online tools such as the MRC website, blogs and social media are proving useful.

5. VISION, MISSION AND VALUES

The Mindarie Regional Council is one of Western Australia's largest waste management authorities assisting its member councils, mainly situated in Perth's northern corridor, deal with their waste. The MRC recognises that waste does have a value as a resource and is committed to managing waste in line with the waste hierarchy and in a way sensitive to the environment and future generations.

Our Vision is

WINNING BACK WASTE

This vision is a guiding principle and can be explained through the ~~following Mission:~~ MRC's Mission, which is to:

~~ASTUTELY MANAGE WASTE IN LINE WITH WASTE HIERARCHY FOR THE COMMUNITY~~

~~Our Mission, TO MANAGE WASTE, will be achieved through:~~

~~ENCOURAGING A CULTURE OF WASTE MINIMISATION~~

~~MAXIMISING RESOURCE RECOVERY~~

~~MINIMISING WASTE TO LANDFILL~~

~~IMPLEMENTING IMPROVED APPROACHES~~

Underpinning this are the values of the organisation, the way we operate our business and the way we deal with our stakeholders, community and ourselves.

Our Values

TEAMWORK ... IS HOW WE ACHIEVE

INNOVATION ... IS HOW WE CREATE

POSITIVE ... IS WHAT WE ARE

6. OBJECTIVES

To achieve the vision of 'Winning Back Waste' through the mission of ~~'Managing Waste'~~ 'Astutely manage waste in line with the waste hierarchy for the community' the following objectives are seen as being important:

1. LONG TERM VIABILITY

GOOD CORPORATE GOVERNANCE

RESPONSIBLE USE OF RESOURCES

MAINTAINING A SOUND FINANCIAL FOOTING WITH A COMMERCIAL FOCUS

2. EFFECTIVE MANAGEMENT

INDUSTRY LEADING WASTE MANAGEMENT AND PRACTICES

IMPROVING RESOURCE RECOVERY AND WASTE DIVERSION

RELIABLE ~~PROGRESSIVE~~ SYSTEMS AND PROCESSES

3. SUSTAINABLE WASTE MANAGE

ENGAGING WITH NEW OPPORTUNITIES TO ACHIVE AN OPTIMAL MIS OF WASTE SOLUTIONS

EVALUATING AND IMPLEMENTING ~~IMPROVED~~ INITIATIVES

BEING AN EFFECTIVE ADVOCATE FOR IMPROVED WASTE OUTCOMES

7. STRATEGIES

For each Objective a series of strategies has been developed to ensure that throughout the life of this Plan the intent of the objectives will be met. Each of these strategies will be supported by a series of actions outlined in the Corporate Business Plan.

Objective 1: Long Term Viability

Will be achieved by:

- Good corporate governance;
- Responsible use of resources; and
- Maintaining a sound financial footing with a commercial focus

STRATEGIES

- 1.1 ~~MANAGE~~, REVIEW AND IMPROVE EXISTING SYSTEMS FOR THE GOVERNANCE OF THE COUNCIL
- 1.2 IMPROVE COLLABORATION BETWEEN PARTICIPATING COUNCILS AS PRIMARY STAKEHOLDERS ON MATTERS ASSOCIATED WITH WASTE MANAGEMENT
- 1.3 MANAGE AND ~~ACQUIRE~~ ~~PROCURE~~ SUITABLE ASSETS TO ACHIEVE AN OPTIMAL MIX OF WASTE MANAGEMENT SOLUTIONS
- 1.4 MAINTAIN A LIQUIDITY AND DEBT PROFILE APPROPRIATE FOR AN INFRASTRUCTURE BASED WASTE OPERATION
- 1.5 ENSURE THE COUNCIL IS COMMERCIALY RELEVANT TO ~~THE REGIONAL MARKET ITS~~ ~~INDUSTRY~~

7. STRATEGIES (cont.)

Objective 3: Sustainable Waste Management

Will be achieved by:

- Engaging with new opportunities to achieve an optimal mix of waste solutions;
- Evaluating and implementing improved initiatives; and
- Being an effective advocate for improved waste outcomes

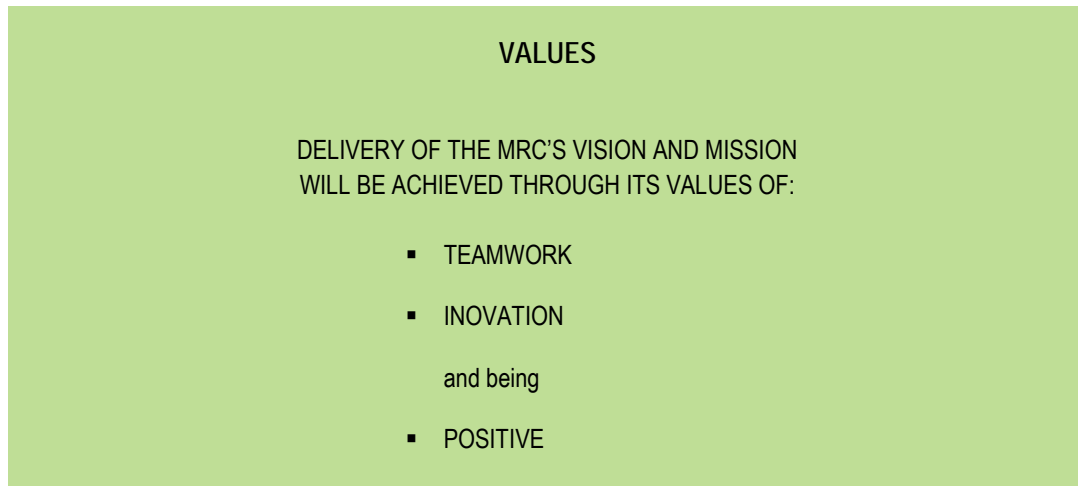
STRATEGIES

- 3.1 IDENTIFY AND ADOPT IMPROVED APPROACHES TO WASTE MINIMISATION, RESOURCE RECOVERY AND THE ASSOCIATED COMMUNITY ENGAGEMENT
- 3.2 DEVELOP ~~AN INTEGRATED A~~ REGIONAL PLAN FOR WASTE MANAGEMENT
- 3.3 IDENTIFY OPPORTUNITIES FOR THE MRC TO PARTICIPATE IN THE OPERATION OF ADDITIONAL WASTE MANAGEMENT VENTURES BASED ON ~~EXISTING-PROVEN~~ TECHNOLOGIES
- 3.4 PARTNER WITH ORGANISATIONS IN ORDER TO ~~FURTHER DEVELOP~~ ADVOCATE FOR NEW AND INNOVATIVE APPROACHES TO WASTE MINIMISATION AND RESOURCE RECOVERY
- 3.5 PROVIDE AND CONTRIBUTE TO THE COMMUNITY AND INDUSTRY LEADERSHIP, THROUGH A STRONG FOCUS ON ENVIRONMENTAL, ECONOMIC, SOCIAL AND GOVERNANCE PRINCIPLES AND PRACTICES

7. STRATEGIES (cont.)

Values

Underpinning these objectives are the organisation's values, the people, and the culture.



8. PERFORMANCE TARGETS

The measures of performance of the Objectives and their associated strategies will be made annually within the Mindarie Regional Council's Annual Report as a result of the strategic actions taking place as outlined in the Corporate Business Plan.

The following performance indicators and targets will be used as measures for the MRC as an organisation and the MRC as a region.

Objective 1. Long Term Viability	
Indicator: Good corporate governance	Performance history: The MRC's corporate track record has been good to date, with only minor non-compliances recorded against the Annual Compliance Report submitted to the WA Department of Local Government
	Target: 100% compliance as recorded in the Annual Compliance Report
Indicator: Responsible use of resources	Performance history: The needs of a diverse group of stakeholders have seen the MRC not always engaging in activities directly aligned with its objectives, resulting in organisational creep
	Target: Resources will be deployed in line with the objectives of the Strategic Community Plan
Indicator: Maintain a sound financial footing with a commercial focus	Performance history: The MRC has historically generated surpluses from its operations, but with the increased costs of processing, has rationalised its operations and services
	Target: Performance in line with the Financial Plan, maintaining a Debt Ratio at or below 65% and Liquidity Ratio above 1.1 in the long term

8. PERFORMANCE TARGETS (cont.)

Objective 2. Effective Management	
Indicator: Industry leading waste management and practices	Performance history: The MRC has long been seen as a market leader with highly regarded facilities and waste management practices. Both international and domestic delegates and waste professionals visit the MRC on a regular basis with a view to improving their knowledge and practices
	Target: Maintaining the MRC's position as a market leader through peer review and by continued visits by private and government delegations
Indicator: Improving resource recovery and waste diversion	Performance history: Regional waste data has been used to establish a baseline for resource recovery and waste diversion for the region. This will be used to measure progress and assist in identifying new initiatives.
	Target: Improved regional resource recovery and waste diversion
Indicator: Reliable progressive systems and processes	Performance history: The MRC has maintained its ISO14001 compliance for a number of years. No major non-compliance has been recorded and minor non-compliances raised have been dealt with in a timely fashion
	Target: Reduction in the number of minor non-compliances recorded
	Performance history: The MRC has a strong history of complying with its DEC license conditions in all material respects. Any non-compliances raised have been dealt with in a timely fashion
	Target: No major non-compliances with DEC licensing conditions and a reduction in minor non-compliances

8. PERFORMANCE TARGETS (cont.)

Objective 3. Sustainable Waste Management	
Indicator: Engaging with new opportunities to achieve an optimal mix of waste solutions	Performance history: The MRC's current integrated regional waste minimisation plan expired in 2011 and needs to be replaced
	Target: A new plan to be finalised by June 2014, with implementation of strategies to follow
Indicator: Evaluating and implementing improved initiatives	Performance history: Over the years, new waste management initiatives have been regularly presented to Council in response to new funding opportunities or changes in the business environment
	Target: Present four new initiatives per annum for consideration by the Strategic Working Group
Indicator: Being an effective advocate for improved waste outcomes	Performance history: Waste management in the region has largely been ad hoc, with little coordination between the MRC and the member councils
	Target: Develop a marketing and education plan for the region, including an annual calendar, promoting a more coordinated approach to waste messaging

9. THE NEXT TWENTY YEARS

- 2018:
 - New establishment agreement
 - Recycling Area Redevelopment – Phase 2
 - Award EfW tender
 - Replacement of Loaders
 - Transfer station redesign
 - IT system tender process
- 2019:
 - IT system replacement project
 - Transfer station redesign project
 - Landfill compactor replacement
 - EfW contract negotiations / construction
- 2020:
 - 6.5% waste diversion target
 - EfW plant construction
 - Landfill compactor replacement
 - Introduction of 3 bin system
- 2021:
 - EfW plant go live → \$100,000 tpa
 - Capping of Stage 2 – Phase 2 of landfill
 - Review of Strategic Community Plan
- 2022:
 - Replacement of loaders
- 2023:
- 2024:
 - Replacement of landfill compactor
- 2025:
 - Review of Strategic Community Plan
- 2026:
- 2027:
 - Start of capping Stage 2 – Phase 3
 - Start procurement process for new AWT plant
- 2028:
 - Procurement of third party landfill services
- 2029:
 - Review of Strategic Community Plan
- 2030:
 - Resource Recovery Facility contract expires
 - New AWT plant comes on line
- 2033:
 - Review of Strategic Community Plan
 - Tamala Park lease expires
- 2037:
 - Review of Strategic Community Plan

10. PLANNING FOR THE FUTURE

10.1 Waste in the Region

There is little uniformity in waste collection systems within the MRC region as shown by the presence of:

- 1, 2 and 3 bin systems;
- Variations to recycled items collected in yellow top bins;
- Various bulk verge collection systems, both green and hard waste; and
- Various opportunities for problem product disposal

Each member council has a waste minimisation plan which should dovetail into the MRC's waste minimisation plan and this is done to various effect.

There are two ways of looking at the MRC's waste. One is the waste that is directly delivered to the MRC< either at Tamala Park or to the RRF. The second is a more holistic view that takes into account all of the waste collected by the Member Councils, this particularly includes a large recyclable component from verge collections which are processed elsewhere.

Looking firstly at the waste delivered to the MRC:

Waste delivered analysed by source:

Source	Tonnes received by the MRC 2016	Tonnes diverted to the RRF	Tonnes landfilled at Tamala Park	Tonnes received by the MRC 2015	Variance
Town of Cambridge	7,814	19	7,795	8,011	(197)
City of Joondalup	62,496	29,726	32,770	65,320	(2,824)
City of Perth	13,036	-	13,036	13,344	(308)
City of Stirling	75,536	-	75,536	114,751	(39,215)
Town of Victoria Park	12,460	5,993	6,467	12,990	(530)
City of Vincent	14,643	5,284	9,359	15,094	(451)
City of Wanneroo	65,609	35,104	30,505	66,516	(907)
Total members	251,594	76,126	175,468	296,026	(44,432)
Other casuals	16,067	-	16,067	19,897	(3,830)
Total casuals	16,067	-	16,067	19,897	(3,830)
RRF residue*	39,076	-	39,076	51,575	(12,499)
City of Wanneroo	137	-	137	4,862	(4,725)
Total other	39,213	-	39,213	56,437	(17,224)
TOTAL	306,874	76,126	230,748	372,360	(65,486)

10. PLANNING FOR THE FUTURE (cont.)

Waste processed by the Mindarie Regional Council

Period/Year	Total tonnes received by the MRC	Tonnes diverted to the RRF	Residue returned from RRF	Tonnes landfilled at Tamala Park	Tonnes landfilled offsite
1991	32,991	-	-	32,991	-
1992	150,487	-	-	150,487	-
1993	156,024	-	-	156,024	-
1994	151,945	-	-	151,945	-
1995	163,818	-	-	163,818	-
1996	179,006	-	-	179,006	-
1997	186,875	-	-	186,875	-
1998	225,620	-	-	225,620	-
1999	249,114	-	-	249,114	-
2000	336,502	-	-	336,502	-
2001	339,285	-	-	339,285	-
2002	331,576	-	-	331,576	-
2003	319,756	-	-	319,756	-
2004	328,655	-	-	328,655	-
2005	333,437	-	-	333,437	-
2006	349,156	-	-	349,156	-
2007	352,544	-	-	352,544	-
2008	380,189	-	-	380,189	-
2009	368,495	7,868	2,112	362,739	-
2010	352,035	65,010	28,889	315,914	-
2011	323,834	97,353	44,489	270,970	4,276
2012	249,783	105,213	45,414	189,984	6,239
2013	234,237	97,957	48,016	184,296	965
2014	339,262	101,622	44,059	281,699	-
2015	320,785	105,657	51,575	266,703	-
2016	267,798	76,126	39,076	230,748	-
TOTAL	7,023,209	656,806	303,630	6,670,033	11,480

As shown in the previous tables much of the waste delivered to the MRC goes to landfill although in recent years the importance of, RRF in terms of waste diversion is clearly seen. The MRC's diversion rate pre--RRF was minimal compared with a current waste diversion rate of ~~22%-17%~~.

~~The significant drop in waste tonnage in 2012 compared to 2011 was largely due to the City of Stirling halting deliveries of waste to Tamala Park. Any changes, like the City of Stirling's exemption from delivering waste, have major implications to the business.~~

Waste in the region

It is important to look at the total waste generated in the region as even though it does not come to the MRC facilities now it could do so at some time in the future. The MRC also actively encourages and promotes activities that divert waste away from ~~it, landfill~~, to improve resource recovery and achieve the best possible waste outcomes. By doing this, the MRC is involving itself into these other waste streams.

10. PLANNING FOR THE FUTURE (cont.)

Looking then at the waste generated in the Region:

Municipal Solid Waste (MSW) in the MRC Region ~~2011/2012~~ 2016

Across the MRC there is a range of waste collection, disposal and treatments with each member council having, to varying degrees, different systems.

Waste Stream	Destination	Diversion/Recovery
Green top (general waste)	to RRF	Over 50% is diverted The residue is sent to TPK
Green top (general waste)	to Tamala Park	none
Red top (general waste), (City of Stirling and Town of Cambridge)	to Tamala Park	none
Yellow top (recycling) bins	Third party private contractors	Approx. 85% Residue to 3 rd party landfill
Lime green top (garden waste) bins (City of Stirling and Town of Cambridge)	Third party private contractors	Approx. 95%
General bulk/hard waste verge	Tamala Park and Third party contractors	Some recycling/recovery
Special verge pick ups – white goods, mattresses, metals	Third party contractors	High recycling rate
Greens bulk verge	Third party contractors	Approx. 95%
Public self haul <ul style="list-style-type: none"> Recycling Mixed waste green waste disposal of problematic waste i.e. HHW reuse at tip shops 	to Tamala Park And Balcatta	Variable with load type (typical 1% mixed load to 98% recyclables)
Disposal event/days (HHW, e-waste, clothing)	Third party contractors	High recycling rates
Other MC waste (Parks/dumping/clean-ups)	To Tamala Park	Low recycling/diversion

(Indicative diversion figures, 2014/2015 Local Government Waste and Recycling Census)

It is a complicated web of waste collection, disposal and treatment with the MRC and numerous third party contractors delivering waste services in the Region.

State waste data

The MRC, due to the size of its population, significantly influences the Perth Metropolitan waste figures. The 2014/2015 Local Government Waste and Recycling Census figures for the Perth Metropolitan Area show on a per capita basis:

- Waste produced, 0.55 tonnes
- Waste landfilled, 0.36 tonnes, and
- Material recovered, 0.20 tonnes.

10. PLANNING FOR THE FUTURE (cont.)

This 36% recovery rate is that from across all metropolitan councils.

Although this is an indicative figure for the Region, MRC's collective diversion rate is in excess of the Perth figure due to a high number of waste diversion and recovery initiatives, including:

- the operation of the RRF,
- a 3 bin system in two of the non-RRF councils,
- skip bins for bulk hard waste collection in two of the biggest councils,
- two regional self-haul recycling centres,
- active resource recovery programs at Tamala Park, and
- regular disposal days and collections (HHW/e-waste/clothing/batteries)

Individual MRC member councils have diversion rates of around 50% mark (the 2015 waste diversion target set by the Waste Authority).

Trends

The trend for waste in the Region is:

- waste production per capita, down
- waste landfilled per capita, down
- waste recycled/recovered per capita, up.

However total waste tonnages in each of these areas, due to a growing population, is trending up. This placing pressures on existing infrastructure to deal efficiently with this waste.

The MRC in 2015 commissioned Hyder Consulting to review the waste collection and treatment practices across the Region with the view of how best to recover and divert waste from landfill.

In the report produced 'MRC Infrastructure Options Assessment', modelling showed that significant increases in recycling and resource recovery was required just to maintain current diversion rates.

Increased community education and improvements to current systems, if applied across the Region, were thought to be able to make sizable increases to diversion. However these rates would still fall short in achieving the Waste Authority target of 65% by 2020.

It was determined that in order for the Region to achieve significant increases in its waste diversion new infrastructure solutions were going to be required.

~~Total waste figures used here include the waste collected by the Member councils and taken to the MRC, recyclables collected by the Member Councils and sent elsewhere for processing and self-haul waste by residents to Tamala Park. These figures exclude commercial customers and the City of Stirling. These figures exclude commercial customers.~~

~~These MSW figures for 2011/2012 were collected by the MRC from figures supplied internally and from that those provided by Member Councils.~~

~~These figures show:~~

- ~~• MSW for the Region is 251,614 tonnes of this went to landfill~~
- ~~• 155,431 tonnes of this went to landfill~~

~~This equates to tonnes of waste per person in the Region based on 2011-2016 population statistics (see population figures following).~~

10. PLANNING FOR THE FUTURE (cont.)

Of the 96,183 tonnes diverted from landfill 52,366 tonnes was due to the RRF with the remainder being from the yellow top bin recycling, bulk green verge collections and smaller quantities of problematic waste (i.e. e-waste) and material recycled through Tamala Park's recycling centre.

This equates to 0.22 tonnes of waste diverted per person in the Region based on 2011 population statistics (see population figures following)

For the Region this shows for MSW in 2011/2012 there was a 38% diversion from landfill.

As for recycling through the yellow topped bin, the figures showed:

- 42,852 tonnes were collected
- 28,499 tonnes were recycled

Giving a 66% recycling rate for the Region during 2011/2012.

Bulk verge waste was largely being sent direct to landfill. In late 2012 some tipface recovery of metals and mattresses took place at Tamala Park indicating significant potential to further divert large quantities of this waste.

Green bulk verge waste was largely mulched by Member Councils/contractors and therefore diverted from landfill. This waste stream represented a significant waste diversion of about 14,000 tonnes.

Perth Metropolitan Waste

Looking at the 2011/2012 Local Government Waste and Recycling Census figures for the Perth Metro area:

- Amount of waste per person: 0.57 tonnes/yr or 11.06 kg/wk
- Diversion per person: 0.24 tonnes/yr or 4.61 kg/wk
- Waste per household: 1.44 tonnes/yr or 27.72 kg/wk
- Diversion per household: 0.6 tonnes/yr or 11.55kg/wk

A 39% metro diversion rate was recorded in 2011/2012 up from 34% in 2009/2010, *Hyder 2013).

The MRC regional figures given earlier compare favourably with these figures being on par across the board.

10. PLANNING FOR THE FUTURE (cont.)

Population

In ~~2011-2015~~ there were approximately ~~430,000~~ 712,000 people living in the Region.

Population for MRC Member Councils

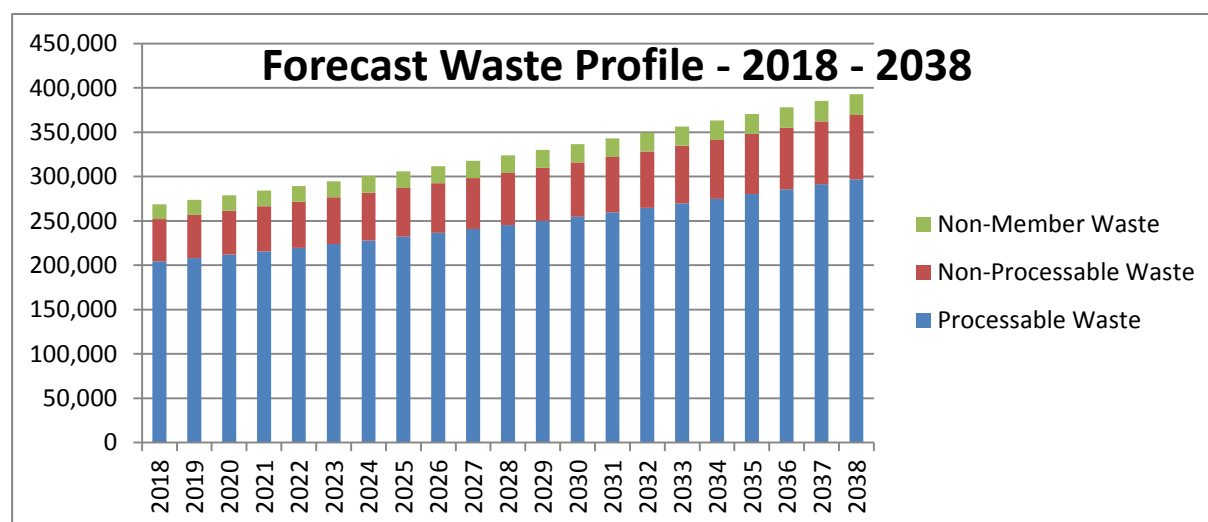
COUNCIL	2001	2015	2026 (Projected)
City of Joondalup	156,000	167,890	177,000
City of Perth	8,000	24,240	30,000
City of Stirling	169,000	227,000	263,000
City of Vincent	25,000	37,460	42,000
City of Wanneroo	84,000	188,790	261,000
Town of Cambridge	24,000	28,250	32,000
Town of Victoria Park	27,000	38,450	48,000
TOTAL	493,000	712,080	853,000

However the Region, including the City of Stirling, shown in the graph above is seen growing from about 500,000 people in 2001 to nearly a million in 2026, if you use high end projections, and well beyond the million mark by 2033. People produce waste so it is reasonable to expect a significant increase in the amount of waste being generated in the Region in the coming years.

10. PLANNING FOR THE FUTURE (cont.)

Forecast Waste Profile – ~~2014/2034~~ 2018-2038

Using today's figures as a guide, the graph below shows the forecast tonnes of waste received at Tamala Park directly from members and non-members, excluding any secondary processing residues.



~~However this only tells part of the story.~~

~~The City of Stirling processes much of the MSW they product at non-MRC facilities and in the financial year prior to their tipping exemption, they deposited 73,000 tonnes of waste to Tamala Park. In the future how much of this waste, if any, will come to the MRC is uncertain.~~

~~By 2026-2028, on current waste generation figures over 530,000 tonnes of waste could be produced in the region (population x waste generation/person i.e. 924,000 x 0.58) up from 251,614 tonnes in 2011/2012. Assuming the City of Stirling doesn't resume sending waste to the MRC by 2026, the MRC's remaining Member Councils on current waste generation figures could still expect to generate 390,920 tonnes of waste (674,000 x 0.58).~~

~~If current recovery rates are to be maintained, the amount of material to be diverted from landfill in 2026 would be 161,000 + tonnes (674,000 x 0.24) or with the City of Stirling 221,000 + tonnes (924,000 x 0.24), both significantly higher than the 90,000 tonnes being diverted using the current working at capacity infrastructure. Without doubt significant new infrastructure will be required to process this waste in the future.~~

~~In order to meet the WA Waste Authority's waste diversion targets for MSW of 65% of MSW diverted from landfill by 2020, significant new waste processing infrastructure is planned.~~

10. PLANNING FOR THE FUTURE (cont.)

Western Australian Waste Strategy

A major feature of the WA Waste Strategy is the targets it has set to see diversion from landfill. In the case of MSW they are:

50% by 2015

65% by 2020

To achieve these targets the Waste Authority is advocating an infrastructure solution.

The MRC has already seen the importance of infrastructure in waste diversion. The role of the RRF in the MRC's current waste diversion performance is very significant. As a region, taking into account Member Council verge green collections and yellow topped recycling bins, the MRC has a MSW diversion rate of close to 40%. Without the RRF this figure would be a far less impressive 18%.

The increased population and consequently more waste produced, along with the focus on improved diversion rates in the future, would result in the MRC as a region requiring at least 3 to 5 times more waste processing capacity than what the current infrastructure is delivering ~~(currently over 90,000 tonnes are diverted, in 2026, based on current waste generation and at a 65% diversion rate, potentially 250,000+ tonnes will need to be diverted and then by 2033 it could be well over 400,000 tonnes).~~

Implications for the MRC Business

It can be expected that there will be continued growth in waste being generated in the region particularly due to population growth.

Increased infrastructure, methodology (ways of collecting and dealing with the different waste streams) and education will be required just to maintain current diversion rates.

~~The 4 scenarios discussed with the MRC community were:~~

- ~~▪ Status quo (business as usual), or~~
- ~~▪ Incremental change (onsite changes): Greens waste handling, new landfill, new more efficient transfer station, or~~
- ~~▪ Step change (major new infrastructure): sorting shed, boutique waste to energy (W2E) ventures, new materials recovery facility (MRF), RRF pre-sort, or~~
- ~~▪ Blue sky (out of the box ventures): new RRF, W2E facility, other waste processing~~

~~In today's dollars, funding for these scenarios would likely range from \$150 per tonne of waste through to \$250+ per tonne.~~

~~The cost of doing nothing (status quo) will continue to rise. The price of waste management will continue to rise as a result of: increased energy costs, landfill levy, employment and infrastructure costs. Prudent investment in new ventures is one way of guarding against the impact of some price increases i.e. landfill levy and carbon pricing.~~

~~To help Member Councils achieve or even approach the WA Waste Strategy targets the MRC will need to do something other than carry on with a business as usual model.~~

~~Waste producers are being incentivised to find alternatives to landfill by the increases in the landfill levy being applied by the State Government. The levy will increase to \$70 per tonne in 2018, with every indication being that it will increase further as the State looks to follow the lead of other States.~~

10. PLANNING FOR THE FUTURE (cont.)

10.2 Guiding Principles

When developing the Strategic Community Plan a number of things were taken into account. The following are some of the principal considerations which have helped the Plan take its shape.

Member Councils

As primary stakeholders in the MRC business, the member councils have a significant interest in the Plan and the associated strategies contained within.

The general community has high expectations regarding best practice waste management solutions, but are price sensitive. The Member Councils therefore require environmentally sustainable waste practises that are also cost effective.

Western Australian Waste Strategy

As the overarching strategy for waste in this State this document was a major driver in shaping the look of the MRC's Plan.

As a snapshot of this Strategy the main features were:

Vision – sustainable waste management strategies to reduce the environmental impact of waste and maximise conservation of natural resources through reduced overall material use and increased materials and energy recovery

Key approaches – engagement with the Western Australian community to shift to a low-waste society by providing the required knowledge, infrastructure and incentives.

Strategic Objectives

1. Planning for waste and recycling processing
2. Enhanced regulatory services
3. Measures and reporting
4. Use of existing economic instrument
5. Communication and behaviour change

Targets – A key pillar of this strategy was the setting of waste diversion targets.

For municipal solid waste (MSW) in the Metro region, the major sphere where the MRC operates, diversion from landfill is set as:

- 50% by 2015
- 65% by 2020

The Construction and Demolition (C&D) and Commercial and Industrial (C&I) sectors of the waste industry have higher targets to achieve. The MRC does collect waste from these sectors, particularly C&I which represents about 40% of the waste received at Tamala Park. The C&I diversion targets are: 55% by 2015 and 70% by 2020, a further challenge.

10. PLANNING FOR THE FUTURE (cont.)

The Waste Hierarchy

The waste hierarchy is an internationally accepted best practice model for **dealing** prioritising **how we deal** with waste, with a focus on conservation of resources and energy.

Current the major focus is still on disposal, but there is a need to **revisit refocus** the hierarchy, on its head with far more emphasis being placed on avoiding and reducing waste in the first place.



Landfill (Dispose) is likely to always be needed as part of a balanced waste solution profile, even if this infrastructure is only required during times of disaster clean ups (i.e. storms, major flooding, earthquake).

Efforts though should always be made to deal with waste items/streams at the highest possible level of the Waste Hierarchy.

The Waste Hierarchy diagram below shows where emphasis should be placed and where some current activities are placed.

Activities that sit in the different levels:

Refuse/Avoid – banning single use plastic bags

Reduce – buy quantities only as needed, less packaging

Reuse – tip shop, repairs, swap meets, garage sales, drink containers

Recycle – Yellow top bin, e-waste, dry celled batteries, mobile muster

Recover – RRF, landfill gas extraction Energy from Waste,
bulk verge greens, tip face recovery

Dispose – landfilling



10. PLANNING FOR THE FUTURE (cont.)

MRC Community

In 2010 the Minister for Local Government introduced regulations which established requirements for local governments to the plan for the future. The Regulations require that the Strategic Community Plan be developed with input from the local government's electors and ratepayers. A Regional Council does not have ratepayers therefore the MRC community is defined as being the Member Councils the MRC has been formed to provide a service to. MRC's Strategic Community Plan has been developed in close consultation with each of the member councils' representatives on the MRC being a councillor/s nominated by each of the member councils. In addition to this the member councils' CEO's and Executive Staff along with a number of other stakeholder/groups have also been closely involved. ~~The following table provides details of the stakeholders who attended, and the dates of, these workshops:~~

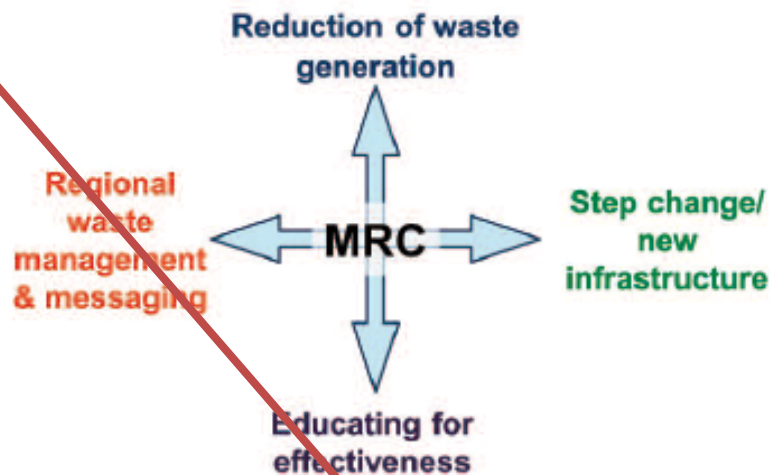
The timetable below provides an overview of the consultation process undertaken as part of the review of the Strategic Community Plan.

April 2016	Detailed Strategic Community Plan review with: <ul style="list-style-type: none"> • MRC Councillors • MRC Staff • MRC Strategic Working Group (SWG) • MRC Waste Education Strategy Steering Group WESSG)
November 2016 to February 2017	Updates to Strategic Community Plan and supporting plans drafted
February 2017	Final proposed changes put to MRC Councillors for comment
April 2017	Final revised plans put to MRC Council for adoption

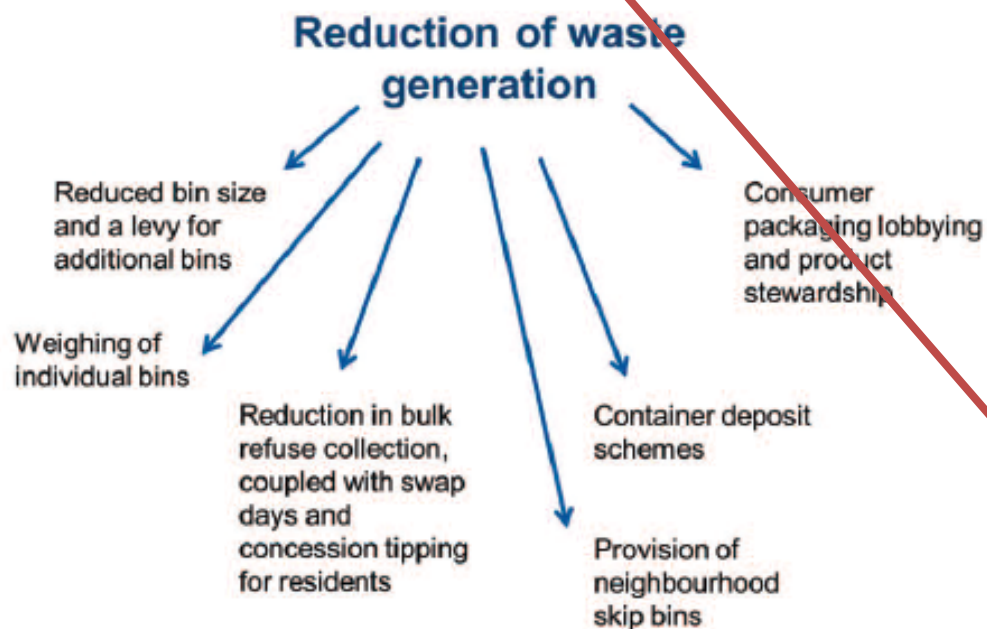
10. PLANNING FOR THE FUTURE (cont.)

The issues and directions as given by the MRC community at these workshops fell into four themes or categories.

These were:

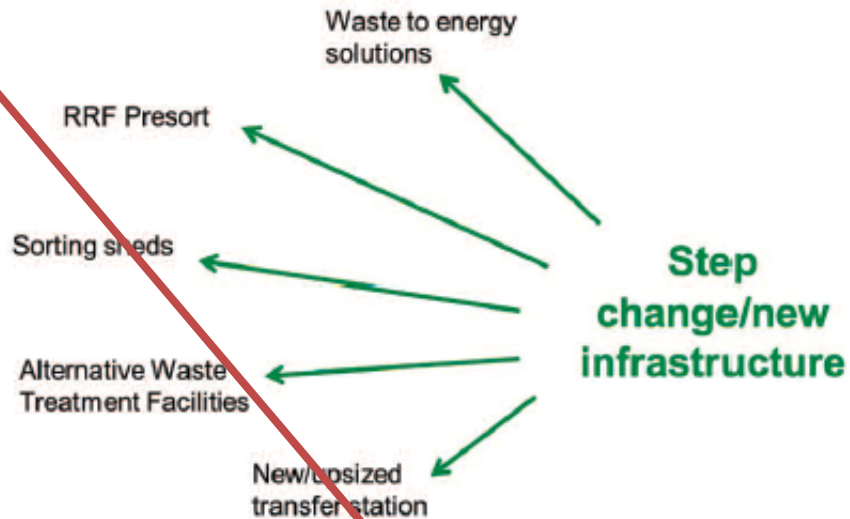


Reduction of waste generated – Need to put structures and processes in place to help reduce the amount of waste entering the system

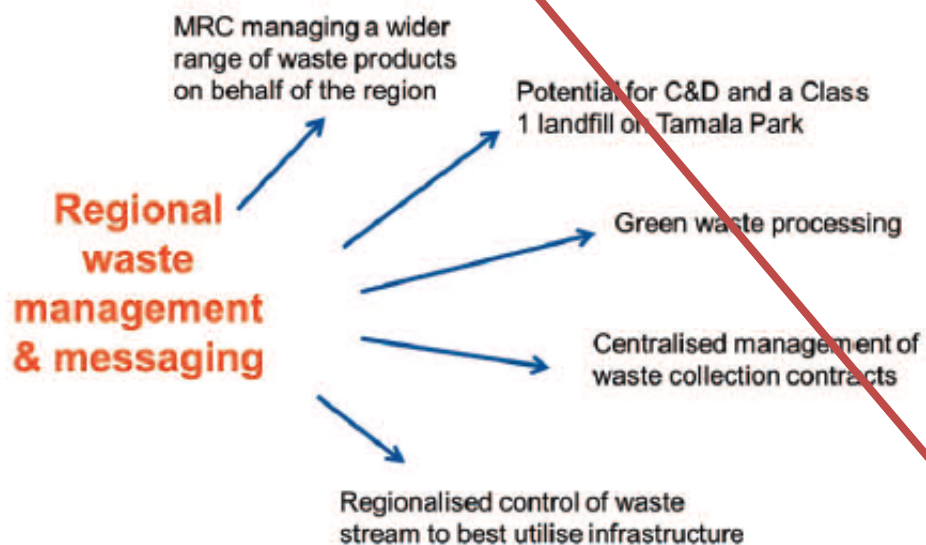


10. PLANNING FOR THE FUTURE (cont.)

Step change/new infrastructure – In order to achieve the Government's waste diversion targets we need to build new processing facilities to divert waste from landfill.

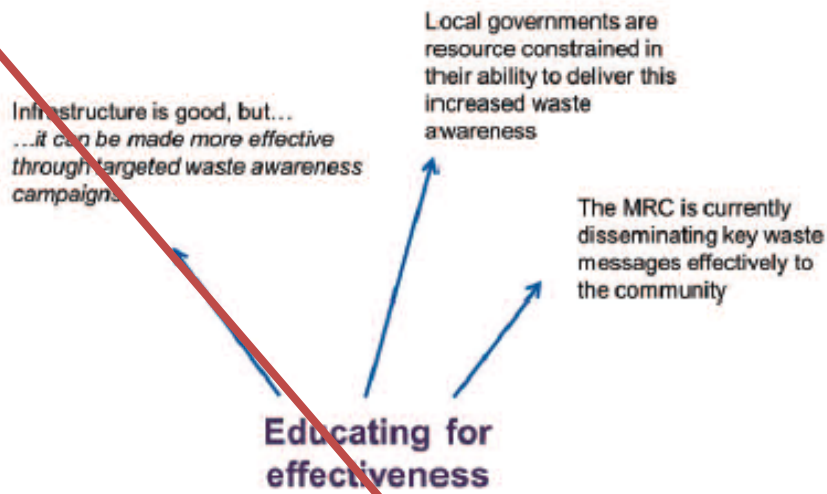


Regional waste management and messaging – Waste is managed most effectively on a regional basis to achieve economies of scale.



10. PLANNING FOR THE FUTURE (cont.)

Educating for effectiveness – Processes and infrastructure assets are made more effective through education



These four items were significant drivers used to formulate this Plan.

Implicit within this Plan and its subsequent Objectives and Strategies is the need to address:

- Environmentally sustainable waste practices underpin much of what this Plan hopes to achieve
- Education needs to be provided at all levels to keep the community informed, to bring about sustained waste avoidance. On-going communication of key messages needs to occur to ensure that the systems and infrastructure put in place work efficiently and effectively
- Safety of the community and MRC's employees is paramount.

All activities and processes employed to deliver the strategies will give consideration to these elements.

10. PLANNING FOR THE FUTURE (cont.)

10.3 Challenges and Opportunities

Potential Challenges

At the time of the setting of this Plan there are a number of key challenges that have been identified and have influenced the directions given in the Plan. These include external dynamics, things over which the MRC has no control and may influence the delivery of the strategies contained within the Plan.

Government

- Uncertain commitment by either Federal or State Governments toward waste and waste issues
- Federal Government and industry driven product stewardship schemes
- WA Waste Strategy, how rigorously targets are going to be pursued
- Landfill levy increases – how much and how soon/fast they are to be implemented
- ~~Local Government Review—recommendations and the implementation of council mergers, number of regional councils and role of regional councils~~
- Uncertainty regarding State Government changes to environmental legislation impacting on waste processing operations in WA

Waste

- Population growth, changing consumer habits
- Changing waste streams
- Changes to Waste sorting, processing and diversion requirements and capabilities
- Timing of Tamala Park's closure

Economic

- Cost of service
- ~~Carbon pricing~~
- Landfill levy and other taxes and levies
- Competition – Private landfills ~~—Waste to Energy plants~~
- Commodity prices (recycling)
- Distance to markets for recycled products
- Challenges in accessing State Government funding for waste projects

10. PLANNING FOR THE FUTURE (cont.)

Education

- Variable commitment towards engaging with the community and informing about waste issues at all levels
- Targeted, ongoing, broad spectrum/multi-faceted education campaign is required for maximum effectiveness
- Consistent messaging (across region at minimum)
- Infrastructure doesn't just work by itself there are efficiencies to be gained through education
- Often intangible results and long term in nature
- Preparedness and acceptance of the community to behavioural change

Local/MRC

- Current establishment agreement limits the ability of the MRC to diversify and offer a wider range of services, **to all or to a sub-set of its member councils**
- The current MRC government structure can result in sub-optimal decisions for the Council due to a potential conflict of interest by councillors between their own council and the MRC
- Divergent interests of member councils
- ~~Member councils withdrawing from MRC~~
- Collection systems, currently variable between the councils

Opportunities

The waste industry faces an exciting time in its lifecycle. It is growing as an industry and some of the challenges it is facing are being acknowledged. There is a growing desire to see things change and for waste management to be approached in a different way.

The MRC is seen in the industry as a big player and as a leader in the field. It is well positioned to take advantage of new opportunities. These may include:

- Diversification of services
- Expertise (intellectual knowledge)
- Provide an economy to be a leader
- Willingness to be a leader
- A broker/finder of waste solutions

11. INTEGRATED PLANNING

The Strategic Community Plan guides the development of the operational plans, the Corporate Business Plan and the Informing Plans to deliver the MRC's Vision.

The MRC has a vision, but circumstances change and the strategies outlined in this plan need to reflect and respond to these changes. It is to be a dynamic plan reviewed regularly along with the plans that inform/guide it.



12. CORPORATE BUSINESS PLAN

The Corporate Business Plan:

- Identifies and prioritises the principal strategies and activities the MRC will undertake in response to the aspirations and objectives stated within the Strategic Community Plan; and
- States the services, operations and projects the MRC will deliver over the four year period of the Plan, including the method for delivering these and the associated cost.

The Corporate Business Plan draws on the information contained within the Informing Plans, these being the Workforce Plan, the Asset Management Plan and the Financial Plan.

The Workforce Plan describing how the workforce is managed and flags the need for any changes in workforce numbers and requirements of the workforce.

The Asset Management Plan looks at the assets required to support the operations and changes to these assets (including replacements and maintenance of existing assets).

The Financial Plan is a long term plan, 20 years, ensuring that the aspirations of the organisation can be met financially, particularly highlighting foreseen major costs (infrastructure or other).

Due to uncertainties as outlined in the Strategic Community Plan, particularly with regard to the Local Government Review and the future role of Regional Councils, the Plan outlined a model where the MRC is to move forward and make step changes toward the vision of "Winning Back Waste". This Corporate Business Plan looking at the next four years therefore largely reflects a refocussing of the business with a gradual implementation of step changes within the business. As a result many of the actions outlined in the Corporate Business Plan will be performed using existing workforce arrangements and assets to perform these actions. These actions will also be performed within the existing budgeting parameters.

The MRC operates with 3 business units

- Office of the CEO
- Operations
- Corporate Services

Together the business plans of each of these business units combine to address the strategies within the Strategic Community Plan and as such also form the Corporate Business Plan which guides the business for the next four years.

These are the operational plans and will be reviewed annually.

It is these plans and the actions that are contained within the Corporate Business plan that are directly used to prepare the Annual Budget.

Reporting

The success in delivering the strategic actions as outlined in this plan will be measured by key performance indicators (KPIs) within the operational plans of the business units. These will then be reported in the MRC's Annual Report and their effectiveness in assisting in the achievement of the Strategic Community Plan's Performance Targets.

13. INFORMING PLANS

The following documents are crucial in the development of the overall Strategic Community Plan as they provide guidance for the organisation, taking it from where it is now through to the future, in these key areas.

13.1 Workforce Plan ~~(2013/14 — 2016/17)~~ 2018 – 2022

The MRC Workforce Plan ~~2013/14-2016/17~~ 2018-2022 has been developed in line with its Vision of “Winning Back Waste”, its Mission to “Manage Waste” and its Value statement of “Teamwork, Innovation and Positivity”.

The MRC's Workforce Plan aims to design strategies for continuous improvement ensuring the organisation's objectives are met now and in the future.

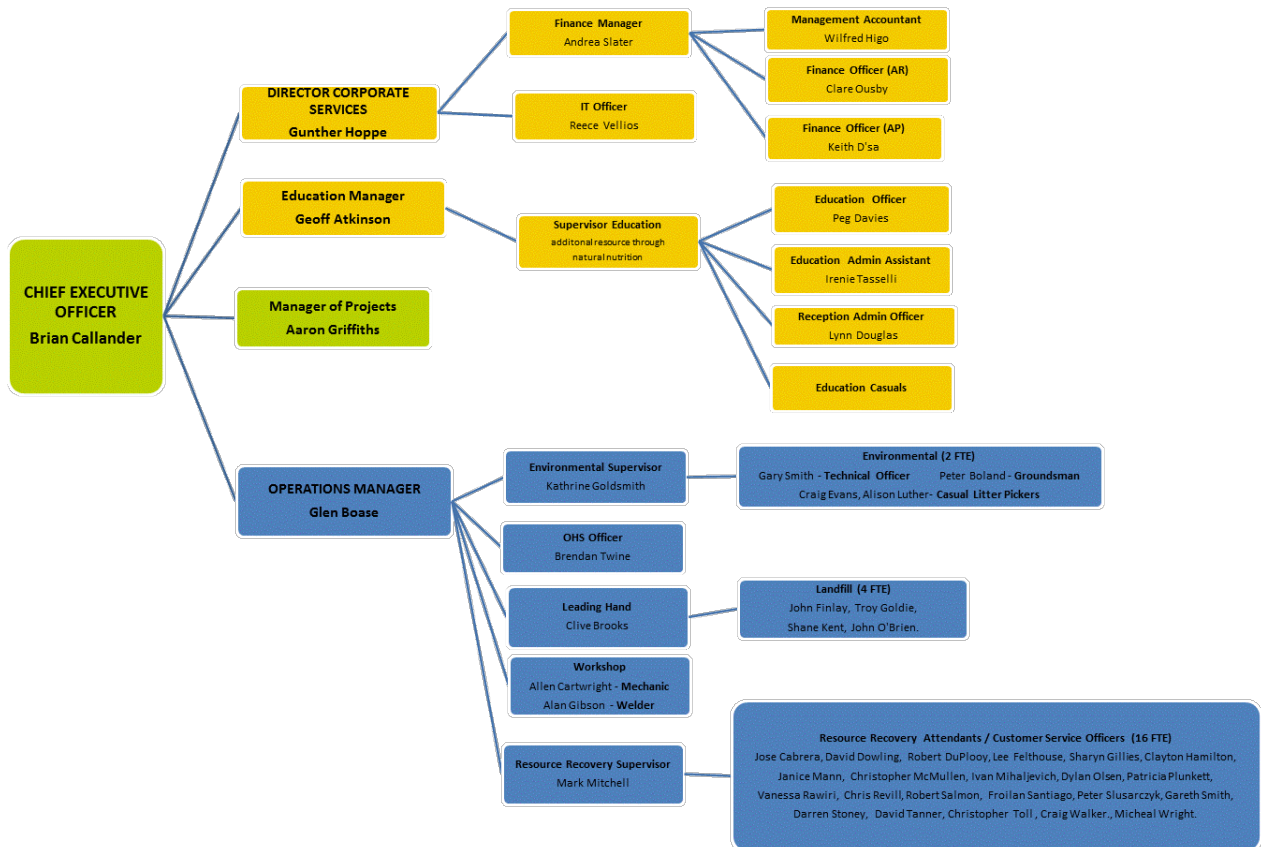
Key objectives:

- To ensure our employees and positions achieve the MRC's objectives
- To ensure we are equipped to meet our strategic objectives
- To guide, monitor and aid staff activities ensuring alignment with Business Plans
- To ensure we are culturally aligned
- To create an environment that empowers and enables staff to be able to deliver the MRC's strategic objectives
- To ensure clear lines of communication
- To provide leadership at all levels
- To train and develop staff to perform to the best of their potential and to meet performance indicators
- To meet organisational services provision obligations

The MRC's Workforce Plan identifies its services, organisational structure, workforce strategies and workplace culture ~~highlighting changes made post the 2011 organisation review~~. It identifies future service delivery, organisational changes and strategies to further promote an effective and efficient workforce going forward.

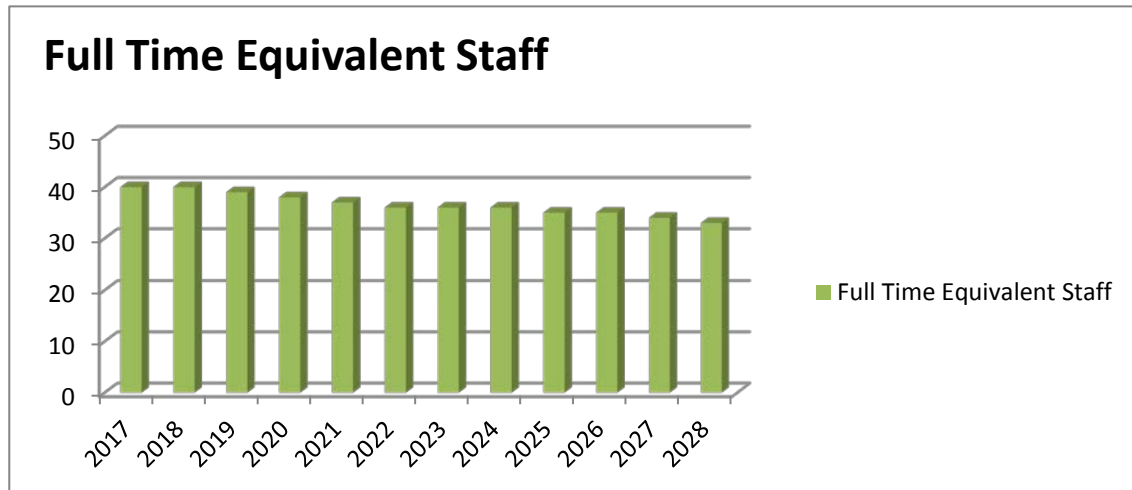
13. INFORMING PLANS (cont.)

The MRC employs ~~37.7~~37.6 (June 2016) full time equivalent staff (FTE) and a small pool of casuals to operate and maintain its services provided to its member councils and the general public.



13. INFORMING PLANS (cont.)

As many of the strategies within the Strategic Community Plan initially involve a refocussing of some of the MRC's activities, existing staffing and procedures are largely described under the existing Workforce Plan. However it is expected that with the implementation of the Strategic Community Plan, other projects and infrastructure will occur and these will impact on the Workforce Plan requiring additional FTE's and /or contract staff.



Some of the key workforce challenges facing the MRC include:

1. A highly competitive labour market in WA
2. Salary banding inhibiting the MRC's ability to attract the best candidates with the right skills
3. ~~Growth in staff numbers in line with the expected waste profile~~
4. An ageing workforce
5. The ability to effect succession planning in a small organisation

13. INFORMING PLANS (cont.)

13.2 Asset Management Plan ~~(2013/14 – 2016/17)~~ 2018 – 2037

The MRC is focussed on reducing the amount of waste being sent to landfill through finding alternative uses for those materials, taking into account the economic needs of its constituent members.

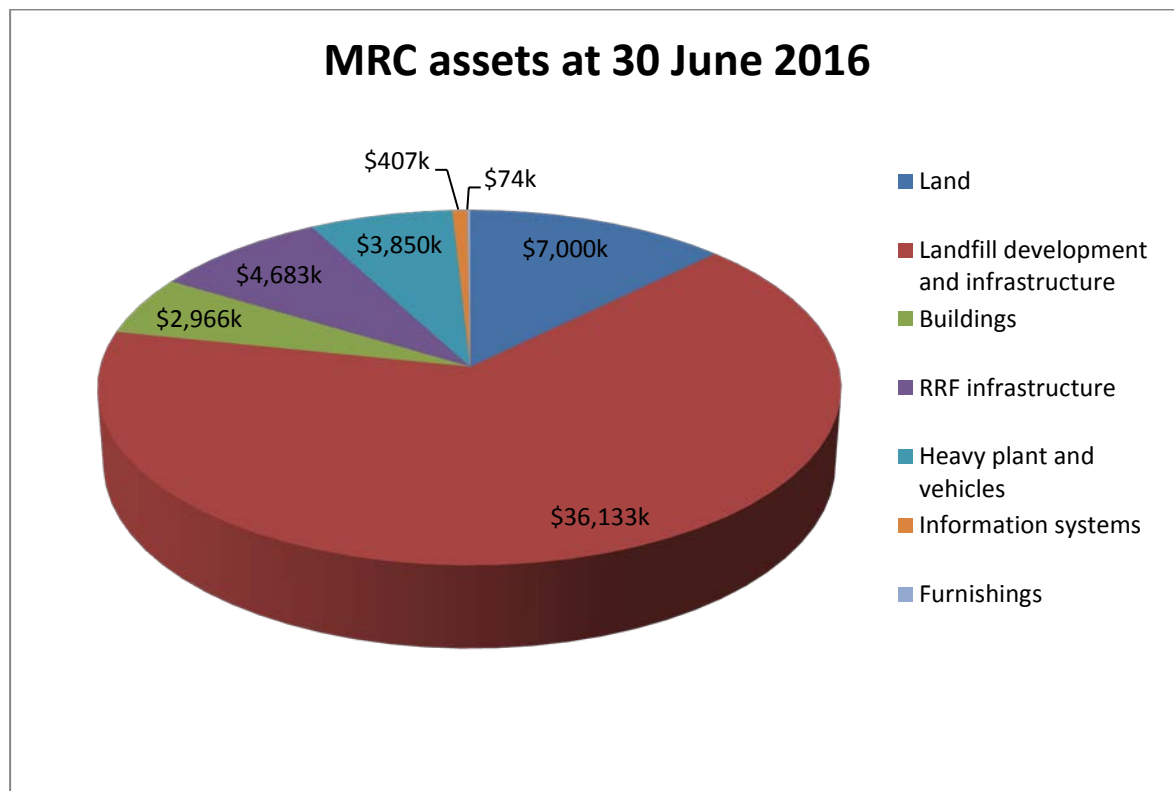
By the nature of its operations, the MRC has had to invest heavily in infrastructure and as a consequence, it is important that these assets are managed in such a way as to deliver the best value over their useful lives for the benefit of the MRC's member councils.

This Asset Management Plan (AMP) is designed to cover the ongoing management of the existing land, road infrastructure, buildings, heavy plant and machinery and vehicles, equipment and information systems associated with each of those sites.

The AMP also takes into account the acquisition of future assets and infrastructure to support the delivery of the MRC's vision.

Given the relatively limited nature, extent and complexity of the MRC's assets and operations, all aspects of asset management have been included in the one document.

The MRC has various classes of tangible assets totalling approximately ~~\$26~~ \$55 million. A breakdown of these assets is shown in the graph presented below.



13. INFORMING PLANS (cont.)

The table below outlines the expected capital expenditure in each class of assets identified above for the ~~period 2013/14—2016/17~~ first 5 years of the plan.

	2018	2019	2020	2021	2022
	\$ 000's	\$ 000's	\$ 000's	\$ 000's	\$ 000's
Land	6,000	-	-	-	-
Landfill infrastructure	3,944	2,226	1,949	4,353	88
Buildings	150	5,000	-	-	100
Heavy plant	1,158	1,738	1,990	937	677
Equipment	142	125	177	132	135
IT systems	44	538	143	187	30
	11,438	9,627	4,259	5,609	1,030

13. INFORMING PLANS (cont.)

13.3 Financial Plan (20 year)

The MRC currently provides waste management services to its constituent member councils, a number of commercial operations and to the general public. At present, these operations are conducted from leased premises known as the Tamala Park Waste Management Facility and from an owned site in Neerabup.

This Financial Plan is designed to cover all aspects of the financial management of the MRC, including annual budget setting, operational and infrastructure funding and delivering long term viability.

Given the extent and complexity of forward financial planning, the MRC's Financial Plan is underpinned by detailed financial modelling. Modelling by its nature requires significant judgements and estimates to be made about future conditions and trends, and as a result, modelled results will not always translate accurately into financial performance in a particular year.

The following key principles have been taken into account in developing the Financial Plan:

- in the absence of formal contract and approved works, modelling is based on the most conservative, likely outcomes;
- the MRC is intended to be an autonomous self-funded entity;
- to the extent possible, member councils are to be protected from significant price shock;
- ongoing operations will typically be funded from internally generated cash flows, while significant infrastructure projects will typically be debt funded;
- in order to limit the MRC's exposure to changes in debt markets, a debt ratio of **less than** 65% will be maintained in the long term; and
- for the sake of maintaining a strong liquidity position, a liquidity ratio of **at least** 1.1 times will be maintained in the long term.

Given the significant role that financial management plays in any operation, the MRC is committed to ongoing prudential financial management of its resources, as outlined in this Financial Plan.

The following are some highlight items from the Financial Plan.

LANDFILL CAPACITY

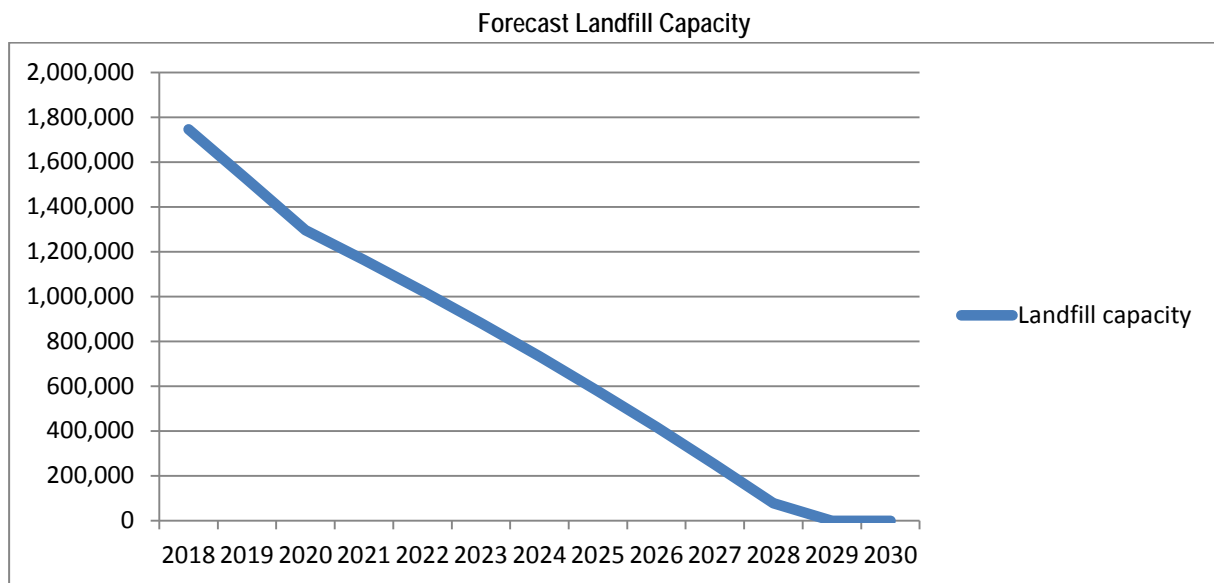
At the end of ~~2013/14~~ **2016** the forecast capacity remaining in the Tamala Park landfill site is expected to be ~~2.7~~ **2.2** million tonnes.

Based on present forecasting, it is anticipated that the end-of-life of the landfill will technically be reached in 2028. This has increased from previous estimates as a result of a forecast increase in alternative waste treatment activity, resulting in an increased diversion from landfill.

~~It is however anticipated that there will be mounting pressure to close the Tamala Park site in 2024 when the residential developments to the North of the site will have reached completion. In addition, this profile will trend towards zero capacity in 2024 should the City if Stirling recommence tipping at Tamala Park.~~

13. INFORMING PLANS (cont.)

Forecast landfill capacity at Tamala Park ~~2014 – 2034~~ 2018 – 2037



REVENUE SETTING

Revenue setting is a function of the gate fees for members and non-members. The gate fee in turn is set in such a way as to achieve a near breakeven position based on the forecast operating costs.

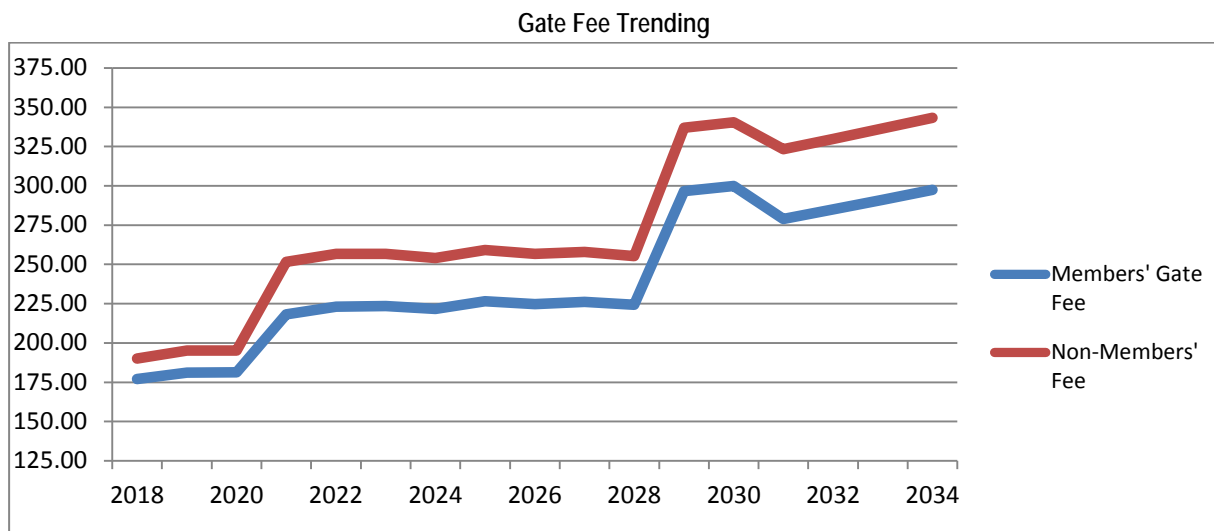
A key objective of the process is to limit the increases in the gate fee so as to insulate member councils, and therefore rate payers, from the effects of price shock. As a result, in some years, the MRC may in fact run a short term loss to accommodate this.

As a result the overall trend in gate fees matches the movements in the underlying cost structure very closely.

~~The gate fee has been set so that it does not cross the \$200 per tonne threshold. The gate fee in 2030/31 shows a dramatic decrease which reflects the effects of the end of the RRF contract, as well as the increased forecast tonnages.~~

The increases in the members' gate fee over time reflects a proposed AWT facility coming on line in 2021; the closure of the Tamala Park landfill in 2028; the end of the RRF contract in 2030; and additional AWT capacity coming on line in 2031.

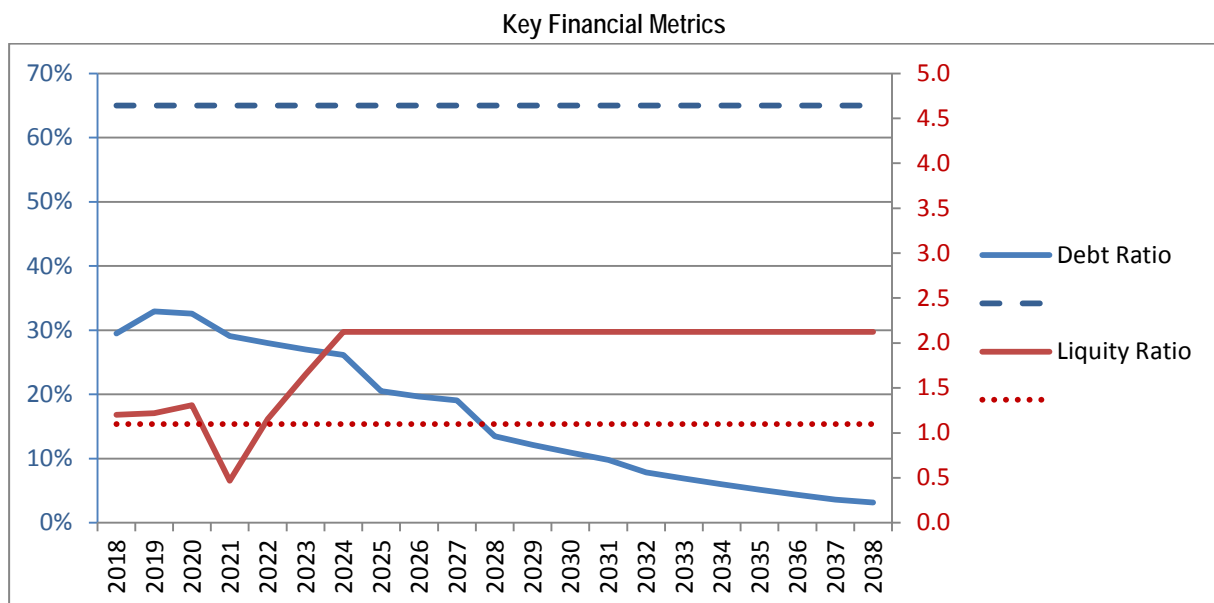
13. INFORMING PLANS (cont.)

Gate Fee Trending ~~2013/14 – 2033/34~~ 2018/2037

Treasury profile

The MRC typically uses external to fund all major infrastructure projects, within an overall restriction of wanting to keep the debt ratio below 65%.

Debt in relation to the Tamala Park landfill site will be fully repaid by the forecast end-of-life of the site. In addition, the loans related to the RRF will have been repaid by 2030.



Corporate Business Plan 2018 - 2021

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FRONT PAGE

APPENDIX NO. 7

MRC
CORPORATE BUSINESS PLAN 2018 – 2021

APPENDIX NO. 7

	City of Joondalup Cr Russ Fishwick JP Cr Mike Norman
	City of Perth Cr Jim Adamos
	City of Stirling Cr David Boothman JP Cr Stephanie Proud JP Cr Samantha Jenkinson JP Cr Andrew Guilfoyle

	City of Vincent Cr Emma Cole
	City of Wanneroo Cr Russell Driver Cr Dot Newton JP
	Town of Cambridge Cr Corinne MacRae
	Town of Victoria Park Cr Vince Maxwell



Mindarie Regional Council

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1. FOREWORD

The Corporate Business Plan:

- Identifies and prioritises the principal strategies and activities the Mindarie Regional Council will undertake in response to the aspirations and objectives stated within the Strategic Community Plan; and
- States the services, operations and projects the MRC will deliver over the four year period of the Plan, including the method for delivering these and the associated cost.

The Corporate Business Plan draws on the information contained within the Informing Plans, these being the Workforce Plan (WFP), the Asset Management Plan (AMP) and the Financial Plan (FP).

The Workforce Plan describes how the workforce is managed and flags the need for any changes in workforce numbers and skill requirements of the workforce.

The Asset Management Plan looks at the assets required to support the operations of the MRC and any changes to these assets (including replacements and maintenance of existing assets).

The Financial Plan is a long term plan for 20 years, ensuring that the aspirations of the organisation can be met financially, particularly highlighting foreseen major costs (infrastructure or other).

Due to uncertainties as outlined in the Strategic Community Plan, particularly with regard to the Local Government Review and the future role of Regional Councils, the The Plan outlines a model where the MRC is to move forward and make step changes towards the goal of winning back waste. This Corporate Business Plan, looking at the next four years, therefore largely reflects a refocussing of the business with a gradual implementation of step changes within the business.

Many of the actions outlined in the Corporate Business Plan will be performed using existing workforce arrangements and assets. These initiatives will also be implemented within the existing budgeting parameters.

The MRC operates with 3 business units:

- The Office of the CEO
- Operations
- Corporate Services

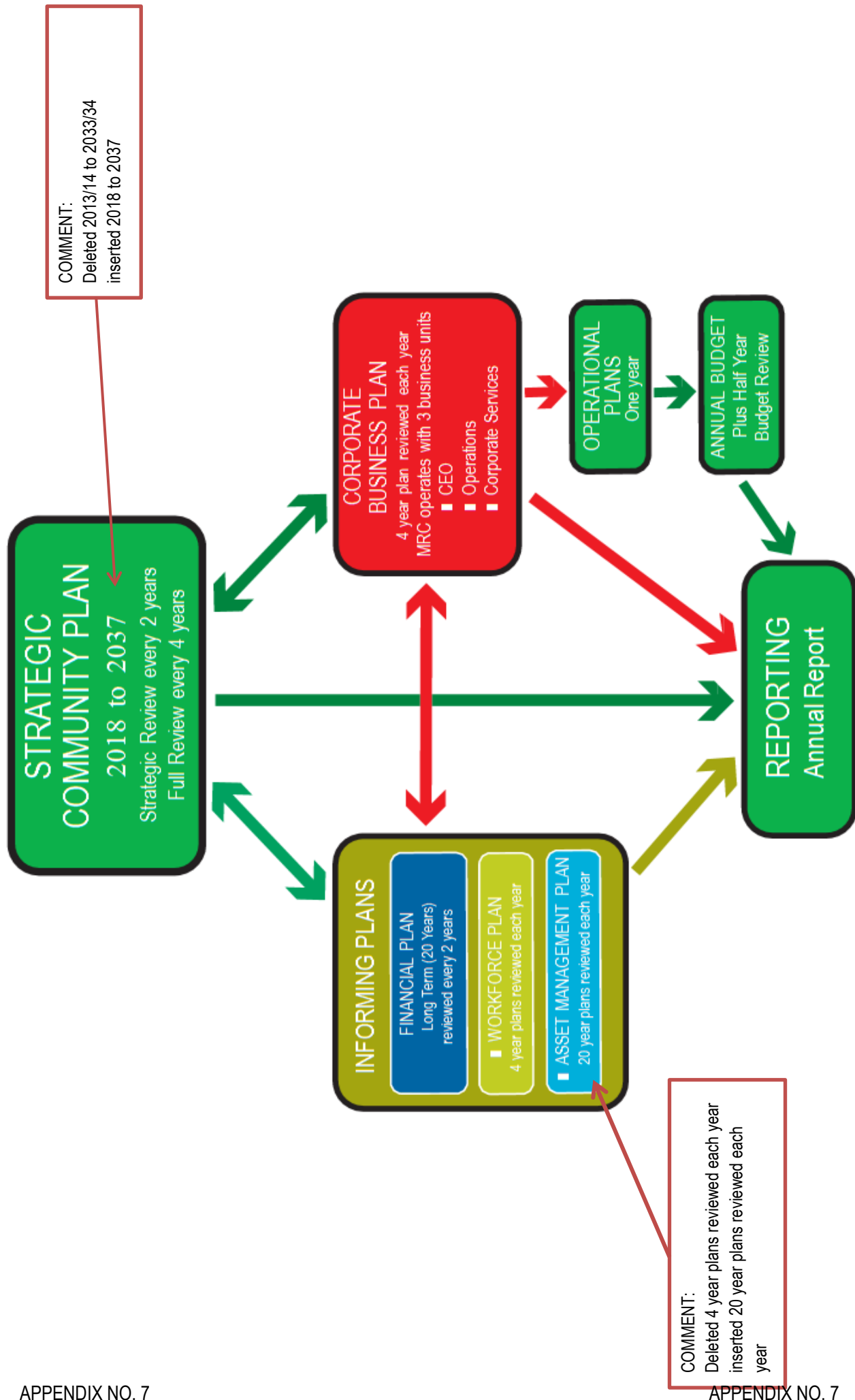
Together the business plans of each of these business units combine to address the strategies within the Strategic Community Plan and as such also form the Corporate Business Plan which guides the business for the next four years.

These are the operational plans used to manage the business day-to-day and are reviewed annually.

It is these plans and the actions they contain that are used to inform the annual Budget.

Reporting

The success in delivering the strategic actions as outlined in this plan will be measured by key performance indicators (KPIs) within the operational plans of the business units. These will then be reported in the MRC's Annual Report and their effectiveness in assisting in the achievement of the Strategic Community Plan's Performance Targets.



2. OBJECTIVE 1: LONG TERM VIABILITY

Will be achieved by:

- Good Corporate governance;
- Responsible use of resources; and
- Maintaining a sound financial footing with a commercial focus

STRATEGIES

1.1 **Manage**, Review and improve existing systems for the governance of the Council

Strategic Actions		Responsible officer	2013/2014 2018	2014/15 2019	2015/16 2020	2016/17 2021	Ongoing	Informing Plans	
1.1.1	Develop Council Policies requiring the discretion of the Council	CEO	■	■	■	■	→	WFP	3.9, 6.6
								AMP	3.1
								FP	3.9, 6.6
1.1.2	Ensure Council Policies are relevant and reviewed by Council	CEO	■	■	■	■	→	WFP	3.9, 6.6
								AMP	3.1
								FP	3.4
1.1.3	Review the relevance of the delegations from the Council and report findings to Council	CEO	■	■	■	■	→	WFP	3.9, 6.6
								AMP	3.1
								FP	3.4
1.1.4	Ensure policy manuals/delegation registers are retained in accessible complying systems	CEO	■	■	■	■	→	WFP	3.9, 6.6
								AMP	3.1
								FP	3.4
1.1.5	Ensure registers and records required by legislation are kept and maintained in compliance with the Records Act	CEO	■	■	■	■	→	WFP	3.9, 6.6
								AMP	3.1
								FP	3.4
1.1.6	Provide a report to the Audit Committee/Council on the effectiveness of the systems in place in regard to risk management; internal control and legislative compliance	CEO	■	■	■	■	→	WFP	3.8, 6.6
								AMP	3.1
								FP	3.4
1.1.7	Develop and Maintain a robust system of internal controls	DCS	■	■	■	■	→	WFP	3.8, 3.9, 6.6
								AMP	3.1
								FP	3.4

1.1.8 6	Develop and Maintain a monthly and annual financial reporting system that provides decision useful information to stakeholders	DCS	■	■	■	■	→	WFP	6.1, 6.6
								AMP	3.1
								FP	3.2, 3.4

*CEO – Chief Executive Officer
**DCS – Director Corporate Services
*** OSM – Operations ~~Supervisor~~-Manager

2. OBJECTIVE 1: LONG TERM VIABILITY (cont.)

STRATEGIES

1.2 Improve collaboration between participating Councils as primary stakeholders on matters associated with waste management

Strategic Actions		Responsible officer	2013/14	2014/15	2015/16	2016/17	Ongoing	Informing Plans		
1.2.1	Continue with the Strategic Working Group and encourage attendance by all member council representatives directors/executives	CEO	■	■	■	■	→	WFP	6.1, 6.6	
								AMP	3.1	
								FP	3.4	
1.2.2	Meet with the Chief Executive Officers of the member councils at least every six months	CEO	■	■	■	■	→	WFP	6.1, 6.6	
								AMP	3.1	
								FP	3.4	
1.2.3	Assist the Waste Education Strategy Steering Group members in raising their profile at the Council level	CEO	■	■	■	■	→	WFP	6.1, 6.6	
								AMP	3.1	
								FP	3.4	
1.2.4	Liaise with member councils regarding direction of waste to processing facilities	OS OM	■	■	■	■	→	WFP	6.1, 6.6	
								AMP	3.1	
								FP	3.4	
1.2.5	Improve communications with member councils to deal with unforeseen events (i.e. weather, maintenance, shutdowns) Ongoing communications with member councils to deal with operational issues and unforeseen events	OS OM	■	■	■	■	→	WFP	6.1, 6.6	
								AMP	3.1	
								FP	3.4	
1.2.6	Provide ongoing Induction and Site training for employees of the member councils	OS OM	■	■	■	■	→	WFP	3.7, 6.6	
								AMP	3.1	
								FP	3.4	
1.2.7	Facilitate an online user group communication tool to enhance information dissemination to relevant officers of the member councils	OS OM	■	■	■	■	→	WFP	6.1, 6.6	
								AMP	3.1	
								FP	3.4	

*CEO – Chief Executive Officer

**DCS – Director Corporate Services

***OSM – Operations ~~Supervisor~~ Manager

2. OBJECTIVE 1: LONG TERM VIABILITY (cont.)

STRATEGIES

1.3 Manage and **acquire** procure suitable assets to achieve an optimal mix of waste management solutions

Strategic Actions		Responsible officer	2013/14 2018	2014/15 2019	2015/16 2020	2016/17 2021	Ongoing	Informing Plans	
1.3.1	Acquire Procure land to accommodate future waste processing facilities	CEO	■	■	■	■	→	WFP	6.1, 6.6
								AMP	4.4
								FP	7.1, 10
1.3.2	Manage land sites owned or leased by the MRC	QS OM	■	■	■	■	→	WFP	3.9, 6.6
								AMP	4.3
								FP	3.4
1.3.3	Manage Landfill infrastructure to support the MRC's operations	QS OM	■	■	■	■	→	WFP	6.1, 6.6
								AMP	5.2, 5.3, 5.4
								FP	3.4
1.3.4	Construct Procure new sorting facility	QS OM	■	■	■	■	→	WFP	6.3 (2)
								AMP	5.4
								FP	7.3
1.3.5	Manage and maintain buildings owned by the MRC	QS OM	■	■	■	■	→	WFP	6.1, 6.6
								AMP	6.3, 6.4, Appendix 1
								FP	10
1.3.6	Acquire and manage heavy plant and vehicles owned by MRC	QS OM	■	■	■	■	→	WFP	6.1, 6.3
								AMP	7.2, 7.3, Appendix 1
								FP	10
1.3.7	Acquire and maintain information systems	DCS	■	■	■	■	→	WFP	6.1, 6.6
								AMP	8.2, 8.3, Appendix 1
								FP	10
1.3.8	Prepare business cases to underpin the acquisition of major infrastructure projects	DCS	■	■	■	■	→	WFP	6.1, 6.6
								AMP	3.1
								FP	3.4

1.3.9	Assist Operations in obtaining suitable funding for significant infrastructure projects. Develop integrated waste transport plan	DCS	■	■	■	■	■	→	WFP	6.1, 6.6
									AMP	3.1
									FP	11
1.3.10	Procure Energy from Waste processing capacity	DCS	■	■	■	■	■	→	WFP	6.1, 6.6
									AMP	3.1
									FP	11
1.3.11	Procure materials recovery facility processing capacity	DCS	■	■	■	■	■	→	WFP	6.1, 6.6
									AMP	3.1
									FP	11
1.3.12	Redevelop Transfer Station	OM	■	■	■	■	■	→	WFP	6.1, 6.6
									AMP	3.1
									FP	11

*CEO – Chief Executive Officer

**DCS – Director Corporate Services

***OSM – Operations Supervisor Manager

2. OBJECTIVE 1: LONG TERM VIABILITY (cont.)

STRATEGIES

1.4 Maintain a liquidity and debt profile appropriate for an infrastructure based waste operation

	Strategic Actions	Responsible officer	2013/14 2018	2014/15 2019	2015/16 2020	2016/17 2021	Ongoing	Informing Plans	
1.4.1	Manage debt profile through the use of external borrowings and cash raised through the gate fee	DCS	■	■	■	■	→	WFP	6.1, 6.6
								AMP	3.1
								FP	3.2, 11
1.4.2	Manage the organisation's liquidity through appropriate cash flow forecasting and budgeting	DCS	■	■	■	■	→	WFP	6.1, 6.6
								AMP	3.1
								FP	3.2, 11

*CEO – Chief Executive Officer

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***OSM – Operations ~~Supervisor~~ Manager

2. OBJECTIVE 1: LONG TERM VIABILITY (cont.)

STRATEGIES

1.5 Ensure the Council is commercially relevant to **the regional market** its industry

Strategic Actions	Responsible officer	2013/14 2018	2014/15 2019	2015/16 2020	2016/17 2021	Ongoing	Informing Plans
1.5.1 Maintain strong networks with major commercial customers	CEO	■	■	■	■	→	WFP 6.1, 6.6 AMP 3.1 FP 3.4
1.5.2 Survey our commercial customers to ensure we are providing a full range of services and meeting their expectations	CEO	■	■	■	■	→	WFP 6.1, 6.6 AMP 3.1 FP 3.4
1.5.3 Provide services in line with market/industry trends to maintain/improve the MRC's market share	CEO	■	■	■	■	→	WFP 6.1, 6.6 AMP 3.1 FP 3.4
1.5.4 Manage the costs of the landfill operations in line with other benchmark landfill sites	DCS	■	■	■	■	→	WFP 6.1, 6.6 AMP 3.1 FP 8
1.5.5 Astutely manage the RRF contract	DCS	■	■	■	■	→	WFP 6.1, 6.6 AMP 3.1 FP 3.4
1.5.6 Pursue opportunities which may present savings to the organisation (i.e. CF1 credits, alternative revenue streams)	DCS	■	■	■	■	→	WFP 6.1, 6.6 AMP 3.1 FP 3.4

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***OSM – Operations **Supervisor** Manager

3. OBJECTIVE 2: EFFECTIVE MANAGEMENT

Will be achieved by:

- Industry leading waste management and practices;
- Improving resource recovery and waste diversion; and
- Reliable progressive systems and processes a commercial focus

STRATEGIES

2.1 Operate waste management activities effectively

	Strategic Actions	Responsible officer	2013/14 2018	2014/15 2019	2015/16 2020	2016/17 2021	Ongoing	Informing Plans		
								WFP	AMP	FP
2.1.1	Manage the environmental issues associated with operating a landfill site	OS OM	■	■	■	■	→	WFP	AMP	FP
								3.8, 6.6	4.3, 5.3, Appendix 1	3.4, 10
2.1.2	Comply with DEC DER license conditions for sites owned and managed by the MRC as well as guidelines for landfill sites	OS OM	■	■	■	■	→	WFP	AMP	FP
								6.1, 6.6	3.1	3.4
2.1.3	Comply with OSH legislative requirements	OS OM	■	■	■	■	→	WFP	AMP	FP
								3.7, 6.6	3.1	3.4
2.1.4	Continually review and improve Standard Operating Procedures / Job Safety Analysis	OS OM	■	■	■	■	→	WFP	AMP	FP
								3.7, 6.6	3.1	3.4
2.1.5	Comply with Tamala Park site lease conditions	OS CEO	■	■	■	■	→	WFP	AMP	FP
								6.1, 6.6	4.3, 5.3, Appendix 1	3.4, 10

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***OSM – Operations ~~Supervisor~~ Manager

3. OBJECTIVE 2: EFFECTIVE MANAGEMENT (Cont.)

STRATEGIES

2.2 Continually assess and utilise appropriate best practice waste management solutions

	Strategic Actions	Responsible officer	2013/14 2018	2014/15 2019	2015/16 2020	2016/17 2021	Ongoing	Informing Plans	
2.2.1	Keep current with new developments in applied waste management, through networking with peer groups and attending conferences	CEO/ OS OM/DCS	■	■	■	■	→	WFP	6.1, 6.6
								AMP	3.1
								FP	3.4
2.2.2	Annual review of current operations with a view to continuously improving the MRC's waste management practices	CEO/ OS OM/DCS	■	■	■	■	→	WFP	3.8, 6.6
								AMP	3.1
								FP	3.4

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**DCS – Director Corporate Services

***~~OS~~M – Operations ~~Supervisor~~ Manager

3. OBJECTIVE 2: EFFECTIVE MANAGEMENT (Cont.)

STRATEGIES

2.3 Make ongoing reviews of waste streams to ensure optimal recovery/diversion is achieved

Strategic Actions	Responsible officer	2013/14 2018	2014/15 2019	2015/16 2020	2016/17 2021	Ongoing	Informing Plans	
							WFP	6.1, 6.6
2.3.1	Maintain accurate records of the nature and composition of waste streams being processed	DCS	■	■	■	→	AMP	3.1
							FP	3.4
2.3.2	Educate member councils and community as to how best to manage their problematic waste streams	DCS	■	■	■	→	WFP	6.1, 6.6
							AMP	3.1
							FP	3.4
2.3.3	Pursue alternative treatment options for the Resource Recovery Facility residue, to improve waste recovery/diversion and reduce processing costs	DCS	■	■	■	→	WFP	6.1, 6.6
							AMP	3.1
							FP	3.4
2.3.4	Education team to continue to pursue an education campaign focused on achieving improved long term waste recovery/diversion performance and better uses for materials recovered	DCS	■	■	■	→	WFP	6.1, 6.6
							AMP	3.1
							FP	3.4

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***OSM – Operations Supervisor-Manager

3. OBJECTIVE 2: EFFECTIVE MANAGEMENT (Cont.)

STRATEGIES

2.4 Adhere to relevant policy and procedures with regards to processes

Strategic Actions	Responsible officer	2013/14 2018	2014/15 2019	2015/16 2020	2016/17 2021	Ongoing	Informing Plans	
							WFP	AMP
2.4.1	Provide appropriate employee training to ensure awareness and importance of complying with the policies and procedures of the Council	CEO	■	■	■	→	WFP	4.1, 4.3, 6.6
							AMP	3.1
							FP	3.4
2.4.2	Review policies and procedures on an annual basis and report findings to the management group (procedures) and Council (policies)	CEO	■	■	■	→	WFP	3.9, 6.6
							AMP	3.1
							FP	3.4

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*** OSM – Operations ~~Supervisor~~ Manager

3. OBJECTIVE 2: EFFECTIVE MANAGEMENT (Cont.)

STRATEGIES

2.5 Evaluate the effectiveness of systems and procedures in light of changing business requirements

Strategic Actions	Responsible officer	2013/14 2018	2014/15 2019	2015/16 2020	2016/17 2021	Ongoing	Informing Plans	
							WFP	3.9, 6.6
2.5.1	CEO	■	■	■	■	→	AMP	3.1
							FP	3.4
2.5.2							WFP	3.9, 6.6
	CEO	■	■	■	■	→	AMP	3.1
							FP	3.4

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***OSM – Operations ~~Supervisor~~ Manager

4. OBJECTIVE 3: SUSTAINABLE WASTE MANAGEMENT

Will be achieved by:

- Engaging with new opportunities to achieve an optimal mix of waste solutions;
- Evaluating and implementing improved initiatives; and
- Being an effective advocate for improved waste outcomes

STRATEGIES

3.1 Identify and adopt improved approaches to waste minimisation, resource recovery and the associated community engagement

	Strategic Actions	Responsible officer	2013/14 2018	2014/15 2019	2015/16 2020	2016/17 2021	Ongoing	Informing Plans	
3.1.1	Assist member councils in finalising a new Establishment Agreement	CEO	■	■	■	■	→	WFP	6.1, 6.6
								AMP	3.1
								FP	3.4
3.1.2	Ensure that a new Establishment Agreement provides the MRC with flexibility to avail itself of commercial and partnership opportunities, including recycling and bulk verge collections	CEO	■	■	■	■	→	WFP	6.1, 6.6
								AMP	3.1
								FP	3.4
3.1.3	Keep up with trends in the waste industry by networking and attending relevant courses and conferences	CEO/OSOM/DCS	■	■	■	■	→	WFP	6.1, 6.6
								AMP	3.1
								FP	3.4
3.1.4	Explore options with waste industry and member councils to improve/expand services	CEO/OSOM	■	■	■	■	→	WFP	6.1, 6.6
								AMP	3.1
								FP	3.4
3.1.5	Actively pursue new business opportunities through partnerships with other organisations	CEO/DCS	■	■	■	■	→	WFP	6.1, 6.6
								AMP	3.1
								FP	3.4

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***OSM – Operations Supervisor-Manager

4. OBJECTIVE 3: SUSTAINABLE WASTE MANAGEMENT (cont.)

STRATEGIES

3.2 Develop **an-integrated** regional plan for waste management

Strategic Actions		Responsible officer	2013/14	2014/15	2015/16	2016/17	Ongoing	Informing Plans	
3.2.1	Work with the Strategic Working Group to develop an-integrated a regional plan	CEO	■				→	WFP	6.1, 6.6
								AMP	3.1
								FP	3.4
3.2.2	Engage with stakeholder groups to determine their needs and industry trends	CEO	■	■	■	■	→	WFP	6.1, 6.6
								AMP	3.1
								FP	3.4
3.2.3	Ensure that the integrated regional plan contains a marketing and communication strategy focused on achieving improved long term waste diversion performance as per the plan	DCS	■				→	WFP	6.1, 6.6
								AMP	3.1
								FP	3.4

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***OSM – Operations **Supervisor** Manager

4. OBJECTIVE 3: SUSTAINABLE WASTE MANAGEMENT (cont.)

STRATEGIES

3.3 Identify opportunities for the MRC to participate in the operation of additional waste management ventures based on **existing proven** technologies

	Strategic Actions	Responsible officer	2013/14 2018	2014/15 2019	2015/16 2020	2016/17 2021	Ongoing	Informing Plans	
								WFP	AMP
3.3.1	Develop relationships with relevant commercial operators with a view to identifying possible joint ventures	CEO/ OS M/DCS	■	■	■	■	→	WFP	6.1, 6.6
								AMP	3.1
								FP	3.4
3.3.2	Collaborate with peer organisations with like facilities to benefit from each other's intellectual property or identify opportunities for shared projects	CEO/ OS M/DCS	■	■	■	■	→	WFP	6.1, 6.6
								AMP	3.1
								FP	3.4

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**DCS – Director Corporate Services

***~~OS~~M – Operations ~~Supervisor~~ Manager

4. OBJECTIVE 3: SUSTAINABLE WASTE MANAGEMENT (cont.)

STRATEGIES

3.4 Partner with organisations in order to **further develop** advocate for new and innovative approaches to waste minimisation and resource recovery

Strategic Actions	Responsible officer	2013/14 2018	2014/15 2019	2015/16 2020	2016/17 2021	Ongoing	Informing Plans		
3.4.1 Actively participate as a member of the Forum of Regional Council and the Municipal Waste Advisory Council (MWAC)	CEO	■	■	■	■	→	WFP	6.1, 6.6	
							AMP	3.1	
							FP	3.4	
3.4.2 Develop further our working relationship with the Waste Authority and the Department of Environment and Conservation (DEC) Regulation (DER)	CEO/ OSOM /DCS	■	■	■	■	→	WFP	6.1, 6.6	
							AMP	3.1	
							FP	3.4	
3.4.3 Participate as an active member of professional and operational industry groups/associations	CEO/ OSOM /DCS	■	■	■	■	→	WFP	6.1, 6.6	
							AMP	3.1	
							FP	3.4	
3.4.4 Engage with existing member councils to improve waste recovery/diversion targets through sorting at source and varied collection strategies	CEO/ OSOM /DCS	■	■	■	■	→	WFP	6.1, 6.6	
							AMP	3.1	
							FP	3.4	

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*** **OSM** – Operations **Supervisor**-Manager

4. OBJECTIVE 3: SUSTAINABLE WASTE MANAGEMENT (cont.)

STRATEGIES

3.5 Provide and contribute to community and industry leadership, through a strong focus on environmental, economic, social and governance principles and practices

Strategic Actions	Responsible officer	2013/14 2018	2014/15 2019	2015/16 2020	2016/17 2021	Ongoing	Informing Plans		
3.5.1 Participate in community groups/forums that are relevant to the MRC's operations	CEO/ OS OM/DCS	■	■	■	■	→	WFP	6.1, 6.6	
							AMP	3.1	
							FP	3.4	
3.5.2 Develop new opportunities to educate the community about the waste hierarchy and the impact they can have on improving waste outcomes	DCS	■	■	■	■	→	WFP	6.1, 6.6	
							AMP	3.1	
							FP	3.4	
3.5.3 Provide leadership on improving waste recovery/diversion through participation in relevant forums, committees and public consultation groups	CEO/ OS OM/DCS	■	■	■	■	→	WFP	6.1, 6.6	
							AMP	3.1	
							FP	3.4	
3.5.4 Evaluate projects and initiatives against a framework which takes into account their economic, social and environmental outcomes-the MRC's Vision and Mission imperatives	CEO/ OS OM/DCS	■	■	■	■	→	WFP	6.1, 6.6	
							AMP	3.1	
							FP	3.4	

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COMMENT:

5. Values - Deleted

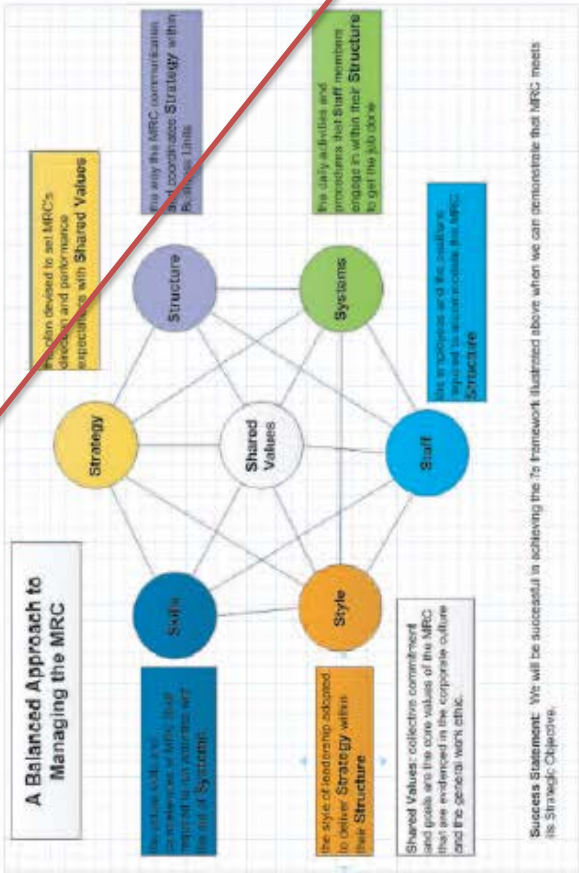
5. VALUES

The MRC has adopted the McKinsey 7S Framework where the organisation's shared values are the centrepiece of the seven attributes of a successful organisation. Positive shared values are important to the MRC influencing employee morale, innovation, ownership and safety, all of which drives performance and delivery.

- Teamwork - how we achieve
- Innovation - how we create
- Positive - is what we are

STRATEGIES

We will know we live our values by the feedback we receive from ongoing contact and surveys with our staff. This internal feedback will be validated through customer and stakeholder (including member councils) surveys.



Financial Plan 2018 - 2037

Item
9.4

APPENDIX NO. 8

Item
9.4

Front Page

MRC FINANCIAL PLAN 2018 – 2037

FOREWORD

The Mindarie Regional Council's (MRC) vision is 'WINNING BACK WASTE' which will be delivered through its mission which is to "Astutely manage waste in line with the waste hierarchy for the community".

One of the documents underpinning the achievements of the vision and mission is the 20 Year Financial Plan (Financial Plan) which provides a strategic roadmap for how the MRC's finances are to be managed to best support the achievement of the vision.

The Financial Plan has been presented for a 20 year planning horizon to support and inform the Strategic Community Plan, the Workforce Plan and the Asset Management Plan.

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2. Planning Framework
3. Overview of current position and key metrics
4. Financial Planning assumptions
5. Waste tonnage profile
6. Landfill Capacity
7. New infrastructure projects
 - 7.1 Recycling Shop upgrade
 - 7.2 Transfer station upgrade
 - 7.3 Waste Precinct
 - 7.4 New waste infrastructure
8. Operating cost trending
9. Revenue setting
10. Capital expenditure profile
11. Treasury profile
12. Investing activities
13. Implementation and review

1. INTRODUCTION

The MRC currently provides waste management services to its constituent member councils, a number of commercial operations and to the general public. At present, these operations are conducted from leased premises known as the Tamala Park Waste Management Facility and from an owned site in Neerabup.

The MRC is focussed on reducing the amount of waste being sent to landfill through finding alternative uses for those materials, taking into account the economic needs of its constituent members.

By the nature of its operations, the MRC has had to invest heavily in infrastructure and as a consequence, it is important that these assets are managed in such a way as to deliver the best value over their useful lives for the benefit of the MRC's member councils.

This Financial Plan is designed to cover all aspects of the financial management of the MRC, including annual budget setting, operational and infrastructure funding and delivering long term viability.

Given the extent and complexity of forward financial planning, the MRC's Financial Plan is underpinning by detailed financial modelling. Modelling by its nature requires significant judgements and estimates to be made about future conditions and trends, and as a result, modelled results will not always translate accurately into financial performance in a particular year.

The following key principles have been taken into account in developing the Financial Plan:

- in the absence of formal contracts and approved works for specific projects, modelling is based on the most conservative, probable outcomes;
- the MRC is intended to be an autonomous, self-funding entity;
- to the extent possible, member councils are to be protected from significant gate fee price shock;
- ongoing operations will typically be funded from internally generated cash flows, while significant infrastructure projects will typically be debt funded;
- the MRC's strategic direction is intended to shift away from being an owner of waste – related infrastructure, to be a procurer of waste services on behalf of its members councils;
- in order to limit the MRC's exposure to changes in debt markets, a debt ratio of not more than 65% will be maintained in the long term; and
- for the sake of maintaining a strong liquidity position, a liquidity ratio of at least 1.1 times will be maintained in the long term.

Given the significant role that financial management plays in any operation, the MRC is committed to ongoing prudential financial management of its resources, as outlined in this Financial Plan.

2. PLANNING FRAMEWORK

The Financial Plan is a second tier planning document that forms part of the MRC's integrated planning framework and supports the implementation of the MRC's Strategic Community Plan as shown below.



3. OVERVIEW OF CURRENT POSITION AND KEY METRICS

Balance sheet as at 30 June 2016

	\$000's
Current assets	
Cash and cash equivalents	24,793
Receivables	3,537
Inventories	12
Other current assets	217
	<u>28,559</u>
Non-current assets	
Property, plant and equipment	14,296
Infrastructure	6,182
Excavation work	29,951
Resource recovery facility	6,043
Rehabilitation asset	6,919
	<u>63,391</u>
Total assets	<u>91,950</u>
Current liabilities	
Payables	5,650
Provisions	823
Borrowings – current	4,187
	<u>10,660</u>
Non-current liabilities	
Provisions	83
Borrowings – non-current	1,196
Rehabilitation provision	14,949
Other non-current liabilities	40
	<u>16,268</u>
Total liabilities	<u>26,928</u>
NET ASSETS	<u>65,022</u>
Equity	
Retained surplus	18,559
Reserves	13,236
Revaluation surplus	29,500
Council contributions	3,727
TOTAL EQUITY	<u>65,022</u>

3. OVERVIEW OF CURRENT POSITION AND KEY METRICS (cont.)

3.1 Key Elements of the Balance Sheet

In addition to the normal elements of a balance sheet dealing with working capital, tangible assets and debt financing, the MRC has a number of items which are atypical of Local Governments.

Excavation work – the costs incurred in excavating the current Tamala Park landfill site have been capitalised and are being amortised over the expected life of the land site (i.e. to 2028).

Resource recovery facility - this represents the cost incurred by the MRC in establishing the tangible assets at the, Resource Recovery Facility (RRF), but also comprises a significant capitalised intangible asset in respect of the contract and legal costs incurred. These are amortised over the life of the RRF agreement.

Rehabilitation asset and liability – at the time the excavation work is carried, a provision and a corresponding asset is raised in respect of the present value of the future rehabilitation and capping work for which the MRC has an obligation. The provision is extinguished when the rehabilitation work is carried out. The asset is amortised over the expected life of the landfill site.

Reserves - the MRC's reserves are cash-backed to ensure that the MRC has the funds set aside to settle the related obligations when they fall due.

Cash - the MRC has significant cash balances of which the majority is held separately as restricted cash in respect of the MRC's cash backed reserves. At any given time, approximately \$2 million is available to fund the ongoing cash requirements of the MRC's operations.

3.2 Key Metrics

In line with prudent financial management principles, the Financial Plan is premised on the basis of the MRC maintaining its debt ratio at or below 65% in the long term and maintaining its liquidity ratio at or above 1.1 in the long term (excluding restricted cash).

The MRC is of the view that these metrics are appropriate in light of the infrastructure-heavy nature of the MRC's operations.

3.3 Business Model

In recent years, the MRC has operated on a 'cost-pass-through' basis, whereby budgets are set so as to achieve a nominal surplus each year.

Members are charged a blended gate fee rate which includes both the pure cost per tonne for the landfill operations, as well as the cost per tonne for waste processed through the RRF.

Any surpluses achieved for the year are typically retained to fund future operations.

3. OVERVIEW OF CURRENT POSITION AND KEY METRICS (cont.)

3.4 Ongoing Business Operations

The current operating budget of the MRC is approximately \$48 million per annum. This supports a local government organisation which:

- Processes approximately 260,000 tonnes of waste per annum, of which 100,000 tonnes is processed through an alternative waste treatment plant
- Is actively engaged in promoting behaviours consistent with the waste hierarchy, which includes reducing the amount of waste taken to landfill
- Is focussed on the recovery, reuse and recycling of materials that would otherwise be lost to landfill
- Runs a recycling centre where members of the public are able to bring their hazardous household materials to be dealt with in a safe, environmentally friendly manner
- Conducts significant community training and education programs to help achieve the aims of the MRC and its member councils
- Employs approximately 37 full time equivalent employees
- Needs to comply with all the governance requirements of a local government organisation

A significant number of the strategies and actions outlined in the Community and Corporate Plans of the MRC would fall within the ambit of the MRC's normal or 'business-as-usual' operations. They are able to be achieved within the existing employee structures and funding available in the annual budget. As a result, these items are not highlighted individually in the 20 year Financial Plan.

4. FINANCIAL PLANNING ASSUMPTIONS

A 40 year financial model has been developed for the MRC, terminating nominally in 2055. The following material assumptions have been adopted in the model:

- The long term trend for the Australian National CPI is assumed to run at between 1% and 2% per annum.
- The long term trend for Perth CPI is assumed to run at between 2.5% per annum.
- In the absence of specifically known future events, current expenditures are indexed based on the Australian National CPI.
- Labour costs have been assumed to increase at 3.5% per annum.
- Short term 90 day fixed deposit rates are assumed to be 3% per annum.
- The absence of any firm information to the contrary, the landfill levy has been assumed to increase to \$70 per tonne of waste to landfill by 2019 and remain constant thereafter.
- It is assumed that the MRC's landfill will terminate in 2028, with any remaining waste being sent to third party landfills.
- 100,000 tonnes per annum of Energy-front-Waste (EfW) processing capacity is modelled to come on line in 2021, with a further 100,000 tonnes of capacity being added in each of 2031 and 2041. The lifespan of the EfW plants is assumed to be 20 years.
- It has been assumed that all operational capital expenditure is financed through cash flows generated from operations and that capital expenditure relating to infrastructure is typically financed through long term borrowings which match the expected useful lives of the infrastructure.
- Long term borrowings for future infrastructure acquisitions have been assumed to have been borrowed at an interest rate of 7% per annum.
- The modelling has been developed such that a debt ratio of sub 65% and a liquidity ratio of at least 1.1 times are maintained in the long term.
- Tonnage forecasts have been developed based on expected population growth statistics published by the member councils using assumed, conservative long term population growth rates.
- Tonnage forecasts have been adjusted to reflect tonnes diverted to new waste treatment facilities. The Tamala Park Landfill Site is assumed to close in 2028.
- The members' gate fee has been set in a manner which reflects the rising costs of waste processing infrastructure with an average across the next 20 years of approximately \$250 per tonne.
- The non-members' gate fee has been set to increase in line with the members' gate fee.

5. WASTE TONNAGE PROFILE

5.1 Growth Assumptions – Member Council Tonnes

Forecast tonnages for member councils are based on existing tonnes being received at Tamala Park and the RRF. Annual escalations have been based on per capita waste yields for each of the councils, escalated in line with each council's forecast population growth data.

Operations under the MRC's current constitution member councils are compelled to deliver their green bin waste to the MRC. As a result, it has been forecast that they will continue to do so after the Tamala Park Waste Management facility closes its current landfill operations in 2028. It is anticipated that over the next 40 years a number of alternative waste treatment options will be procured to process the MRC's member councils' waste.

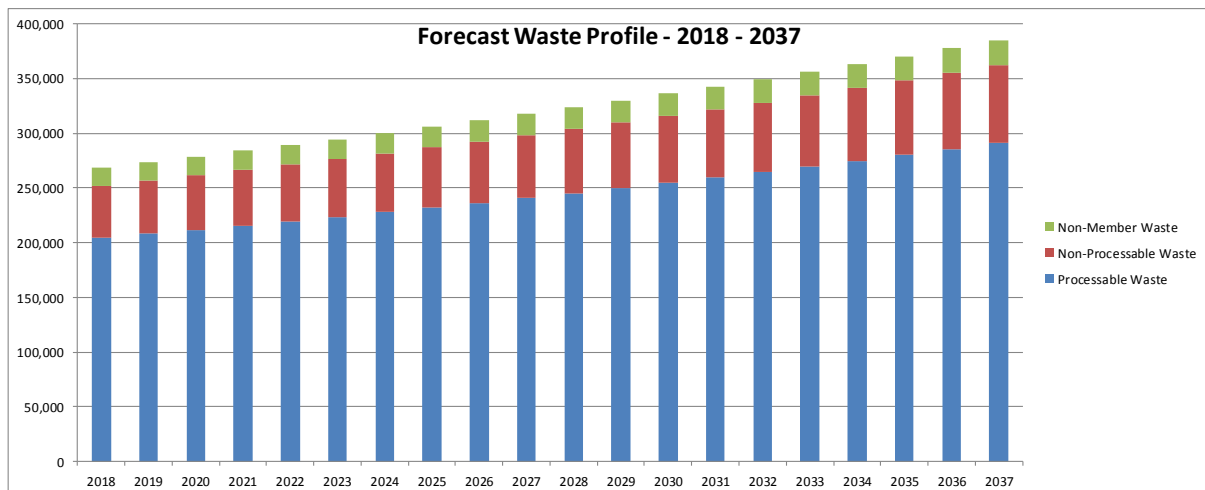
5.2 Growth Assumptions – Non-Member Tonnes

Forecast tonnages for non-members are based on existing tonnes being received at Tamala Park. Annual escalations have been based on estimated National CPI growth.

Once the Tamala Park Waste Management Facility closes its current landfill operations in 2028, it is forecast that non-members will continue to deliver their tonnes to the MRC's new facilities.

5.3 Forecast Waste Profile 2018 – 2037

The graph below shows the forecast tonnes of waste received directly from members and non-members, excluding any secondary processing residues.

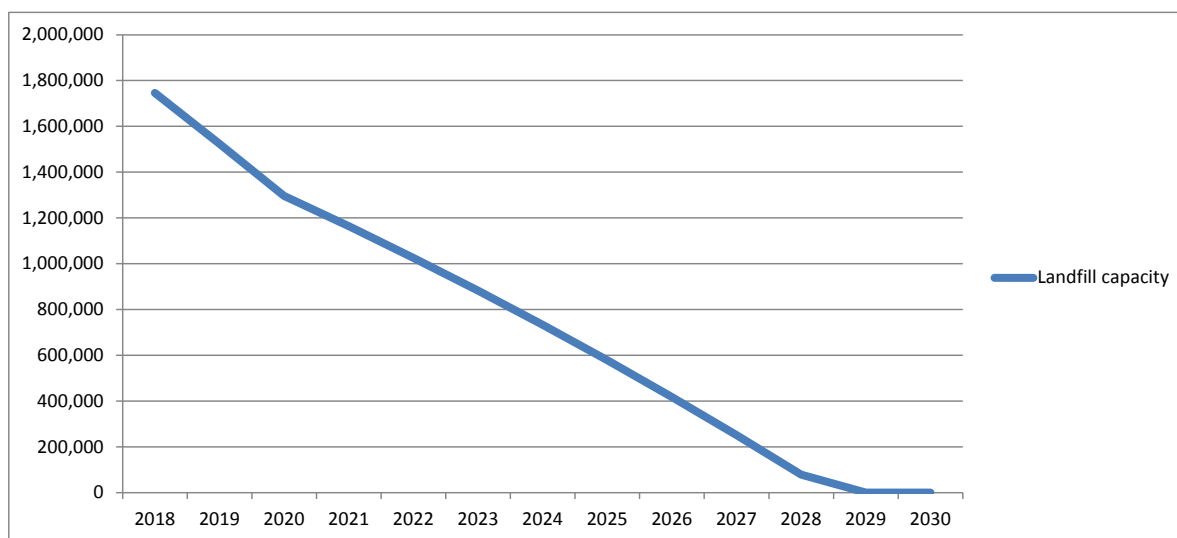


6. LANDFILL CAPACITY

At the end of 2016, the forecast capacity remaining in the Tamala Park landfill site is expected to be 2.2 million tonnes. It is anticipated that this capacity will be utilised in line with the waste profile outlined under section 5 above.

Based on present forecasting, it is anticipated that the end-of-life of the landfill will be reached in 2028. This has increased from previous estimates as a result of a forecast increase in alternative waste treatment activity, resulting in an increased diversion from landfill.

Forecast landfill capacity at Tamala Park 2018 – 2037



7. NEW INFRASTRUCTURE PROJECTS

7.1 Recycling Shop upgrade

The recycling and reuse shop at Tamala Park continues to provide an important service to the community, allowing some of the higher order outcomes of the waste hierarchy such as re-use to be implemented. Members of the community will typically bring their unwanted items to Tamala Park at no cost and the MRC will then on sell these items to people who have a use for them. This is highly aligned with the MRC's vision of Winning Back Waste.

At present, the undercover area available is insufficient to be able to accommodate all the items received by the MRC, which means that despite the best of intentions, a large amount of material ends up being rain damaged and thus rendered unsellable.

In 2018, the MRC is proposing to extend and upgrade the covered retail area at Tamala Park at an estimate cost of \$400,000 which will improve the utility of this service to the community and result in improved waste diversion outcomes.

7.2 Transfer Station upgrade

The landfill at Tamala Park is forecast to close in 2028 at which stage it is likely that the landfill service will be contracted out to third part vendors.

The MRC's lease of the Tamala Park facility expires in 2033, but as part of an evaluation of what the site could be used for post 2033, the ongoing benefit of having a transfer station located at Tamala Park was clearly identified.

This ongoing capacity will allow current users of the site to continue to bring their waste to Tamala Park for onward bulk transport to a suitable landfill site, which is likely to be located outside of metropolitan Perth.

So with a view to maintaining a transfer station capacity at Tamala Park, the MRC is evaluating an upgrade of the existing transfer station in 2019 at an estimated cost of \$5 million. This would see the transfer station being redesigned and enhanced to meet the needs of the MRC's member councils, the surrounding community and commercial customers over the next 20 years of operation.

7. NEW INFRASTRUCTURE PROJECTS (cont.)

7.3 Waste Precinct

In line with the MRC's philosophy of wanting a broad suite of options available for waste processing, \$6 million has been set aside in 2018 for the development of a waste precinct.

The idea behind the precinct is to provide an area for the possible co-location of a bulk waste sorting shed to deal with the bulk verge collection waste stream generated by the member councils' residents and a Material Recovery Facility (MRF) to deal with the yellow recycling bin waste stream.

Although the expenditure is being budgeted for 2018, the timing of the commissioning of the waste precinct will largely be dependent on the demand arising from member councils as their various external processing contracts come to an end.

7.4 New Waste Infrastructure

The MRC is looking to continue pursue alternative waste processing options for its member councils' waste, however there has been a strategic shift away from the MRC's role being that of the owner and operator of that infrastructure to rather being a procurer of the waste processing services on behalf of its member councils.

As part of this drive, the MRC is currently engaged in evaluating the potential for an Energy-from-Waste plant in the Perth Metropolitan area, which assist significantly in helping the MRC and its member councils achieve the Waste Authority's 60% MSW diversion from landfill target.

Energy-from-Waste is seen as a useful addition to the current mix of waste processing options available to the MRC and its member councils. Over time, it is anticipated that new technologies will continue to further diversify the suite of waste processing options available to the MRC.

It is currently assumed that 100,000 tonnes of alternative waste processing capacity will become available to the MRC in each of 2021, 2031 and 2041. It is anticipated that the MRC will enter into a waste supply agreement for each of these, whereby the MRC pays a gate fee for processing, but has limited commercial risk associated with the investment and performance of the infrastructure.

8. OPERATING COST TRENDING

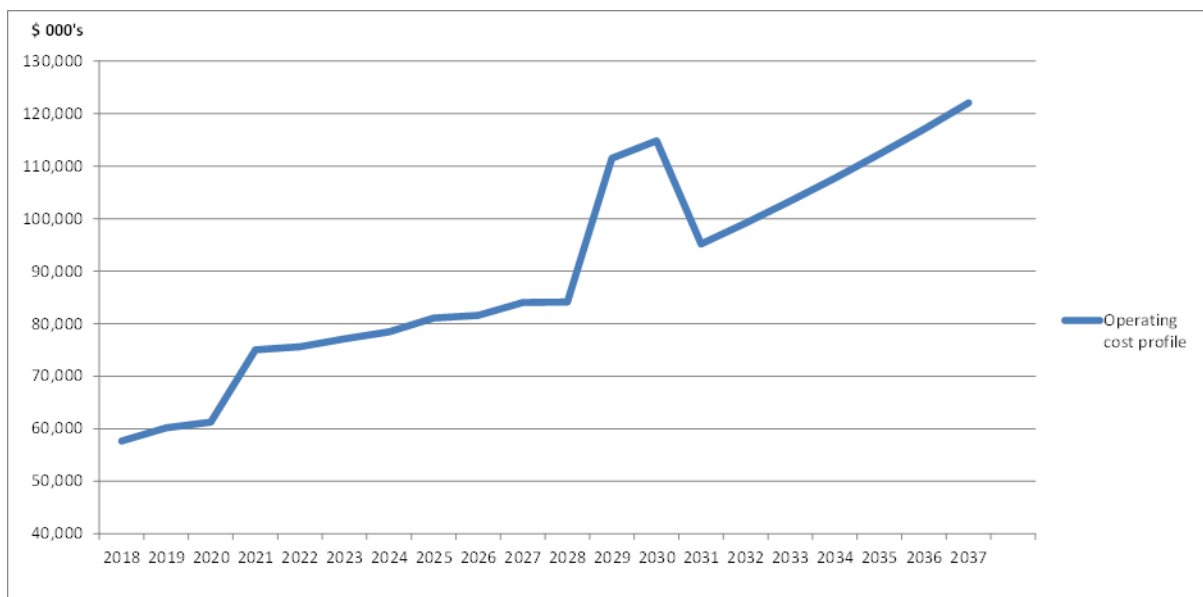
Operating costs for the MRC are based on current costs for the 2017 financial year. Where appropriate, costs are escalated based on a forecast National CPI profile. Other expense items which have directed drivers are calculated using those drivers.

The MRC's costs rise steadily from 2021 as new processing capacity is procured. This is consistent with the current experience that landfilling waste tends to be cheaper than processing waste through alternative waste treatments.

The step changes in operating costs over the next 20 years reflects the following changes in waste processing facilities:

- 2021 100,000 tonnes of Energy-from-Waste capacity comes on line
- 2028 Tamala Park landfill is closed and remaining waste to landfill is outsourced
- 2030 The RRF contract comes to an end
- 2031 100,000 tonnes of Energy-from-Waste capacity comes on line

Operating Cost trending 2018 – 2037



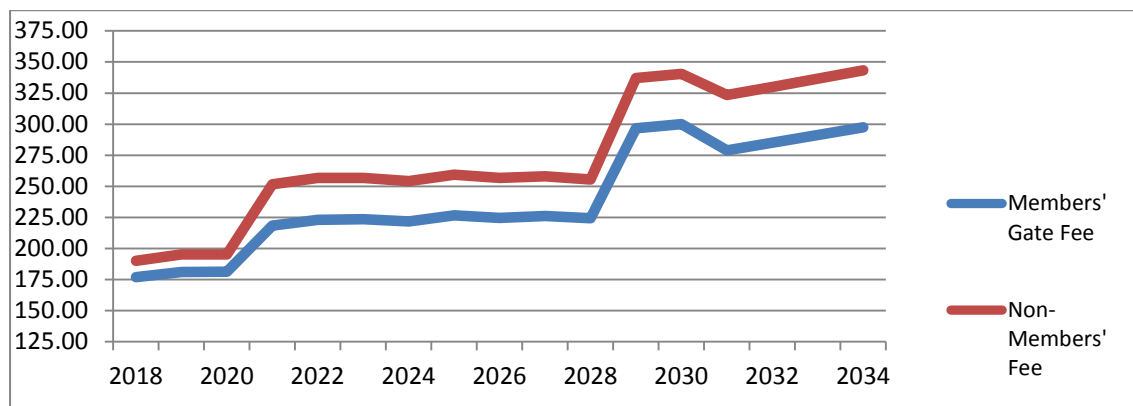
9. REVENUE SETTING

Revenue setting is a function of the gate fees for members and non-members. The gate fee in turn is set in such a way as to achieve a near breakeven position based on the forecast operating costs.

A key objective of the process is to limit the increases in the gate fee so as to insulate member councils, and therefore rate payers, from the effects of price shock. As a result, in some years, the MRC may in fact run a short term loss to accommodate this.

As a result, the overall trend in gate fees matches the movements in the underlying cost structure very closely.

Gate fee trending 2018 – 2037



10. CAPITAL EXPENDITURE PROFILE

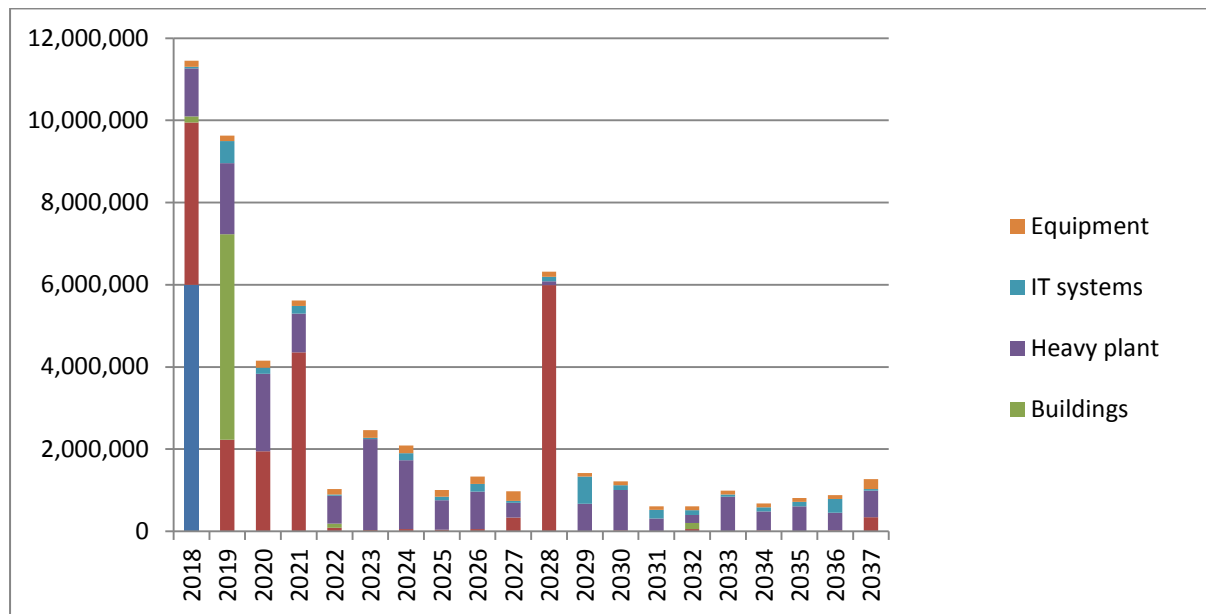
Expenditure in 2018 reflects \$6 million allocated for the establishment of a waste precinct, and \$4 million in respect of landfill infrastructure.

An upgrade of the Tamala Park transfer station is planned for 2019 at an estimated cost of \$5 million and a landfill compactor is scheduled to be replaced in the same year at a cost of \$1.5 million. The second landfill compactor will be replaced in 2020 at a similar cost.

It is anticipated that Stage 2 Phase 2 of the landfill will be capped in 2021 at a cost of \$4 million.

Final capping of the landfill is budgeted for 2028 at an estimated cost of \$4.3 million.

Capital expenditure profile 2018 – 2037



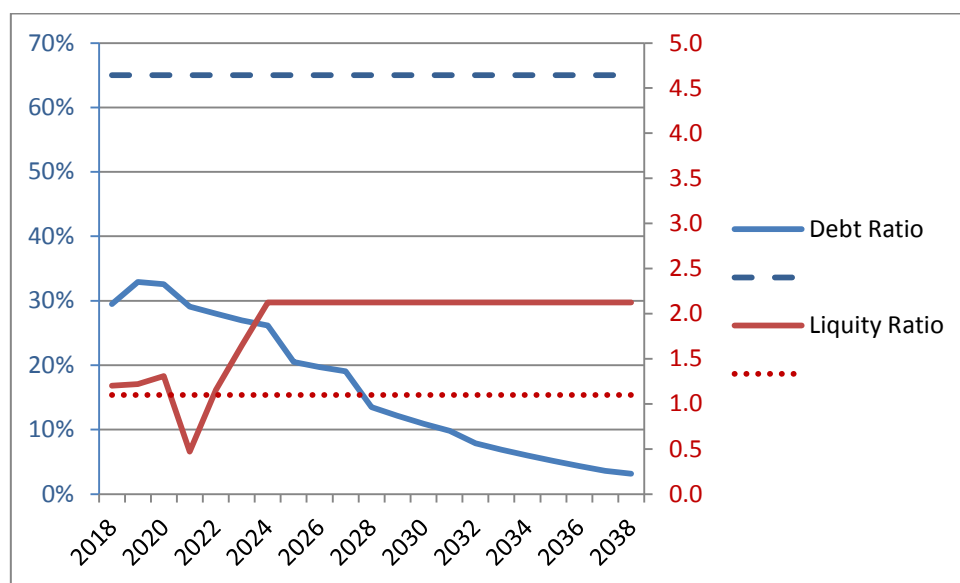
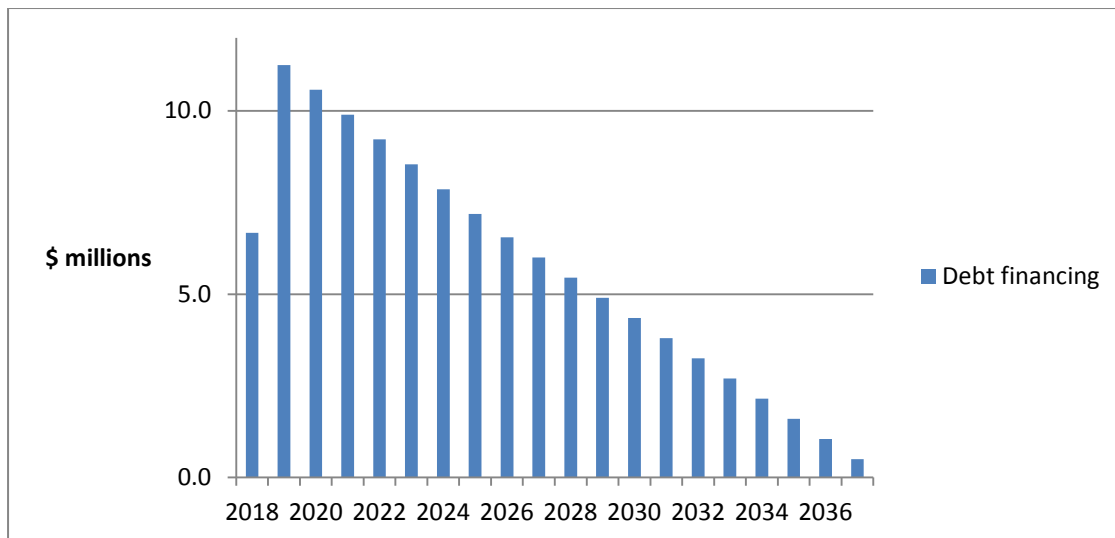
11. TREASURY PROFILE

The MRC typically uses external debt to fund all major infrastructure projects, within an overall restriction of wanting to keep the debt ratio below 65%.

Debt in relation to the Tamala Park landfill site will be fully repaid by the forecast end-of-life of the site. In addition, the loans relating to the RRF will have been fully repaid by 2030.

\$6 million of new borrowings is forecast to be brought on foot in 2018, which anticipates the establishment of a waste precinct.

Debt Profile 2018 – 2037



12. INVESTING ACTIVITIES

Cash balances held by the MRC are invested in line with the MRC's investment policy, which typically has funds held on fixed deposit at 90 day call. The funds are invested in multiple overlapping tranches such that a portion of cash invested comes available each month to allow for the funding of the MRC's working capital requirements.

13. IMPLEMENTATION AND REVIEW

This Financial Plan will be implemented as part of the Strategic Community Plan which will take effect from 1 July 2017 and has been matched with the annual budget that also takes effect from that date.

The Financial Plan will be reviewed annually as part of the budget setting process.

The Financial Plan has a life of 20 years, but will be reviewed every 4 years in conjunction with the Strategic Community Plan.

Asset Management Plan 2018 - 2037

Item
9.4

APPENDIX NO. 9

Item
9.4

FRONT PAGE

MRC
ASSET MANAGEMENT PLAN 2018 – 2037

FOREWORD

The Mindarie Regional Council's (MRC) vision is 'WINNING BACK WASTE' which will be delivered through its mission which is to 'Achieve the best waste outcomes for our community in line with the waste hierarchy'.

One of the documents underpinning the achievement of the vision and mission is the Asset Management Plan (AMP) which provides a strategic roadmap for how the MRC's assets are to be managed to best support the achievement of the vision.

The AMP has been presented for a twenty year planning horizon to be consistent with the Strategic Community Plan, the Workforce Plan and the Financial Plan. Asset management however, takes into account the full life cycle of the assets and this is how they are managed in practice.

CONTENTS

1. Introduction
 2. Planning framework
 3. Current status of asset management
 4. Land
 5. Landfill development and infrastructure
 6. Buildings
 7. Heavy Plant and vehicles
 8. Information systems
 9. Implementation and review
- Appendix 1

1. INTRODUCTION

The MRC currently provides waste management services to its constituent member councils, a number of commercial operations and to the general public. At present, these operations are conducted from leased premises known as the Tamala Park Waste Management Facility and from an owned site in Neerabup.

The MRC is focussed on reducing the amount of waste being sent to landfill through finding alternative uses for those materials, taking into account the economic needs of its constituent members.

By the nature of its operations, the MRC has had to invest heavily in infrastructure and as a consequence, it is important that these assets are managed in such a way as to deliver the best value over their useful lives for the benefit of the MRC's member councils.

This AMP is designed to cover the ongoing management of the existing land, road infrastructure, buildings, heavy plant, machinery and vehicles, equipment and information systems associated with each of those sites.

The AMP also takes in to account the acquisition of future assets and infrastructure to support the delivery of the MRC's vision.

Given the relatively limited nature, extent and complexity of the MRC's assets and operations, all aspects of asset management have been included in this one document.

The following key considerations are the primary drivers for the AMP:

- that a 'whole of business' approach is taken to asset management;
- that the acquisition of new assets and management of existing assets needs to be strongly aligned with the MRC's Vision and Mission;
- that the acquisition of new assets is approximately funded in line with the MRC's established financial principles;
- that assets need to be managed in a cost efficient and operationally effective manner; and
- that assets should be managed in a manner which minimises the risk to the MRC and its employees.

Given that the operations of the MRC are so heavily reliant on its infrastructure, and the significant role that infrastructure plays in the MRC's Vision for the future, the MRC is committed to the ongoing prudential management of its assets, as outlined in this AMP.

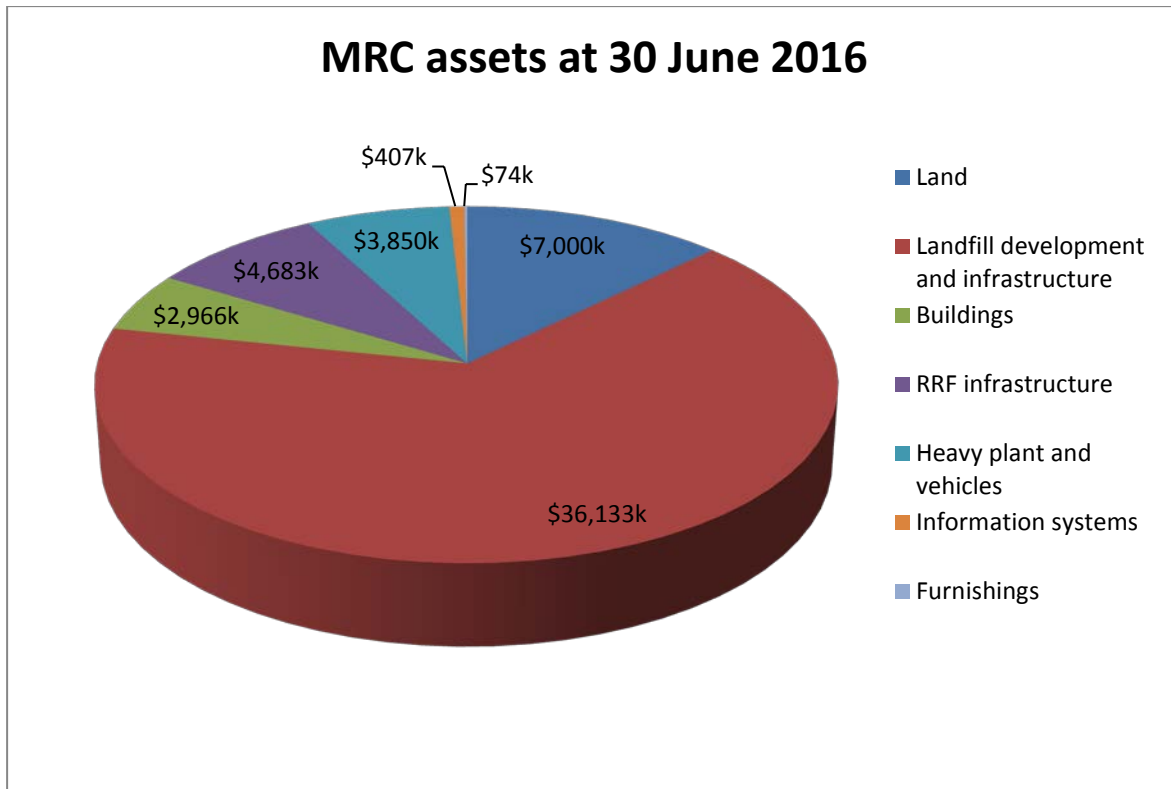
2. PLANNING FRAMEWORK

The AMP is a second tier planning document that forms part of the MRC's integrated planning framework and supports the implementation of the MRC's Strategic Community Plan as show below.



3. CURRENT STATUS OF ASSET MANAGEMENT

The MRC has various classes of tangible assets totally approximately \$55 million. A breakdown of these assets is shown in the graph presented below.



3.1 Normal Ongoing Operations

The AMP deals with capital replacements, capital maintenance and capital acquisition.

A significant portion of the AMP focuses on the existing or 'business-as-usual' operations of the MRC. These items are covered under the headings of 'Asset Replacement' and 'Asset Maintenance' for each major category of assets. This includes all the assets and infrastructure required to run a waste management facility able to process between 200,000 and 250,000 tonnes of waste per annum in a local government context.

For the purposes of the AMP, assets have been broken down into their major classes, as shown in the chart above. Buildings, Landfill development and major infrastructure projects normally have an expected useful life of 20 years or more.

Heavy plant and vehicles will normally be replaced on a 5 year or shorter cycle.

Information systems will normally be replaced every 3 to 5 years.

Due to the immaterial nature of Furnishings, these have not been considered in detail with the scope of this AMP.

4. LAND

4.1 Background

The MRC currently operates facilities at the leased premises known as Tamala Park Waste Management facility and the owned premises known as the Neerabup site.

Tamala Park - the land on which the MRC conducts its landfill operations is rented from the MRC's member councils under a lease agreement which expires in 2032. While this is a lease agreement, the MRC has significant obligations with respect to the management of the site under the lease agreement.

Neerabup site - the Neerabup site was acquired directed by the MRC as a location for the construction of the Resource Recovery Facility (RRF). Approximately half of the site is leased to BioVision 2020 Pty Ltd for the operation of the RRF until 2030. A further portion of the site houses the MRC's RRF education centre and its RRF weighbridge. Approximately half the site is current still undeveloped.

4.2 Asset Replacement

By the very nature of land, there is no asset lifecycle which would necessitate asset replacement.

4.3 Asset Maintenance

Traditionally, assets of this nature would not require any maintenance, however given the nature of the operations on the respective sites, there are significant environmental compliance obligations which the MRC has to monitor.

These activities are primarily focussed on monitoring ground water conditions and managing landfill gas movements. Expenditure in respect of these items has been included under Section 5 – Landfill Development and Infrastructure.

At the end-of-life of the Tamala Park landfill site there will be significant amount of site rehabilitation which needs to occur to restore the operating site back to natural bushland.

All of the above is outlined, and governed by, the MRC's accreditation to ISO 14001, which includes the Environmental Monitoring and Management Plan (EMMP), as well as the conditions contained in the MRC's lease and the Licence issued by the Department of Environment Regulation (DER).

4.4 New Acquisitions

There is no intention to develop a new landfill site.

5. LANDFILL DEVELOPMENT AND INFRASTRUCTURE

5.1 Background

The category of Landfill Development and Infrastructure incorporates the assets associated directly with the landfill itself and can be divided into the following sub-categories:

- 5(a) Capitalised costs associated with excavating the landfill
- 5(b) Capitalised costs associated with lining and preparing the excavation for landfilling
- 5(c) Capitalised costs associated with capping and revegetation of the landfill site
- 5(d) Infrastructure required to manage landfill gas and leachate
- 5(e) New recycling infrastructure assets

5.2 Asset Replacement

Sub categories 5(a), 5(b), 5(c) and 5(e) do not by their nature require replacement.

5(d) Infrastructure required to manage landfill gas and leachate

Existing leachate pumps were recently replaced and are anticipated to last the life of the current landfill site.

5.3 Asset Maintenance

5(c) Costs associated with capping and revegetation of the landfill site

Revegetation of the landfill site is considered to be an ongoing annual operating expenditure until the site reaches its end-of-life in 2024. Additional expenditure will also be incurred to assist with environmental management of the site.

Description	Anticipated Expenditure	Expected Timing
5(c) Revegetation of existing landfill site	\$20,000	Ongoing
5(c) Litter fencing	Annual Average \$20,000	2018 - 2028

5. LANDFILL DEVELOPMENT AND INFRASTRUCTURE (Cont.)

5.4 New Acquisitions

5(b) Capitalised costs associated with lining and preparing the excavation for landfilling

As the current landfill cells in Stage 2 Phase 2 and Stage 2 Phase 3 near completion additional expenditure will be required to develop the final portion of the area for landfilling.

Description	Anticipated Expenditure	Expected Timing
5(b) Cell development	\$1,400,000	2018
5(b) Cell development	\$1,425,000	2019
5(b) Cell development	\$1,450,000	2020

5(c) Capitalised costs associated with capping and revegetation of the landfill site

Once a section of the landfill has been filled to the designated level, a protective capping layer is constructed over the top of the compacted landfill site.

Description	Anticipated Expenditure	Expected Timing
5(c) Capping work	\$1,722,000	2018
5(c) Capping work	\$4,300,000	2021
5(c) Capping work	\$5,430,000	2028

5(d) Infrastructure required to manage landfill gas and leachate

As new areas of the landfill are completed, new gas wells are required to assist with the effective draw of the landfill gas from the site. New gas wells are budgeted for each year until the site's end-of-life in 2028.

Description	Anticipated Expenditure	Expected Timing
5(d) Gas well infrastructure	\$33,000	2018 - 2028
5(d) Leachate system	\$750,000	2018
5(d) Leachate system	\$750,000	2019
5(d) Leachate system	\$450,000	2020

5(e) New recycling infrastructure assets

It is anticipated that a waste precinct will be built by the MRC to assist in increasing the level of diversion of waste from landfill, with a particular focus on bulk waste receivals. A budget allocation has been set aside in the 2018 budget to facilitate this.

Description	Anticipated Expenditure	Expected Timing
5(e) Waste Precinct	\$6,000,000	2018
5(e) Transfer station upgrade	\$5,000,000	2019

6. BUILDINGS

6.1 Background

The MRC's buildings are mainly located on its Tamala Park site, although it also has a weighbridge and education centre at its Neerabup site.

The buildings at Tamala Park cover a number of locations: the recycling centre; the administration centre; the weighbridge; the transfer station; and the workshop.

6.2 Asset Replacement

The existing buildings are all in reasonable condition and are not likely to need replacing in the time period covered by the AMP.

6.3 Asset Maintenance

Description	Anticipated Expenditure	Expected Timing
Improved facilities – Recycling centre upgrade	\$410,000	2018
Refurbishment of weighbridge infrastructure	\$20,000	2018
Building refurbishment	\$150,000	2027
Recycling refurbishment	\$500,000	2028
Building refurbishment	\$200,000	2037

6.4 New Acquisitions

No new acquisitions of buildings are anticipated in the time period covered by the AMP.

7. HEAVY PLANT AND VEHICLES

7.1 Background

The MRC's landfill operations are strategically dependent on its heavy plant and machinery. These vehicles are mission critical to the operations of the MRC.

For the purposes of the AMP, these assets are divided into the following sub-categories:

- 7(a) Heavy plant
- 7(b) Light plant
- 7(c) Light vehicles

7.2 Asset Replacement

7(a) Heavy plant

Heavy plant is typically replaced when the 10,000 hour threshold is reached as at this point a significant rebuild would be required to keep the plant operational. This typically occurs in a 4-5 year cycle.

Description	Anticipated Expenditure	Expected Timing
7(a) Dump truck	\$360,000 \$410,000	2018 2023
7(a) Loader x 2	\$580,000 \$628,000 \$340,000 \$368,000 \$398,000	2018 2022 2026 2030 2034
7(a) Compactor x 2	\$1,400,000 \$1,400,000 \$1,450,000 \$1,450,000	2019 2022 2023 2024
7(a) Skid Steer x 2	\$90,000 \$97,000 \$97,000 \$105,000 \$105,000 \$114,000 \$114,000 \$123,000 \$123,000 \$133,000 \$133,000 \$144,000 \$144,000	2018 2020 2021 2023 2024 2026 2027 2029 2030 2032 2033 2035 2036

7. HEAVY PLANT AND VEHICLES (Cont.)

Description	Anticipated Expenditure	Expected Timing
7(a) Bin Truck x 2	\$298,000	2020
	\$310,000	2021
	\$329,000	2025
	\$336,000	2026
	\$363,000	2030
	\$364,000	2031
	\$401,000	2035
	\$394,000	2036
7(a) Water Truck	\$216,000	2021
	\$238,000	2026

7(b) Light plant

Light plant is typically replaced on an 'as needs' basis and items of plant are run until the costs associated with the failures become prohibitive. Only the more material items have been included below.

Description	Anticipated Expenditure	Expected Timing
7(b) Forklift x 2	\$28,000	2018
	\$29,000	2021
	\$30,000	2023
	\$31,000	2026
	\$32,000	2028
	\$33,000	2031
	\$34,000	2033
7(b) Lighting tower	\$48,000	2020
	\$51,000	2023
	\$54,000	2026
7(b) Generator	\$100,000	2020
	\$122,000	2030
7(b) Hook lift bin	Annual average \$30,000	2018 – 2028
	Annual average \$18,000	2029 – 2037
7(b) Tarpomatic Tarps	Annual average \$37,000	2018 – 2028
7(b) Tarpomatic Spindle	\$29,000	2020
	\$31,000	2023
	\$33,000	2026

7. HEAVY PLANT AND VEHICLES (Cont.)

7(c) Light vehicles

Light vehicles are either site vehicles used by officers and managers of the MRC. These are typically replaced on a 2-3 year cycle to take advantage of the resale value of the vehicles.

Description	Anticipated Expenditure	Expected Timing
7(c) Workshop ute	\$24,000	2018 Every 3 years thereafter
7(c) Groundsman ute	\$24,000	2018 Every 3 years thereafter
7(c) Education vehicle	\$45,000	2018 Every 2 years thereafter
7(c) Director Corporate Services vehicle	\$50,000	2019 Every 2 years thereafter
7(c) CEO vehicle	\$56,000	2019 Every 2 years thereafter
7(c) Operations Manager vehicle	\$47,000	2019 Every 2 years thereafter
7(c) Fire ute	\$76,000	2021 Every 4 years thereafter

7.3 Asset Maintenance

All plant and vehicles are serviced in line with the manufacturer's requirements and prescribed service schedules.

Description	Anticipated Expenditure	Expected Timing
Servicing and maintenance	\$170,000	Ongoing

7.4 New Acquisitions

There are no plans to acquire additional heavy plant or new light vehicles.

8. INFORMATION SYSTEM

8.1 Background

The MRC runs an integrated information system across the various aspects of its operations, which is integrated between the Tamala Park and Neerabup sites.

The infrastructure is designed to provide redundancy between the sites in the event of the loss of one of the sites.

8.2 Asset Replacement

A review of the MRC's systems and IT platforms is currently underway with a view to undertaking a full lifecycle replacement in 2019.

Desktop computing hardware is typically replaced on a 3 year rolling cycle. Network hardware is typically replaced on a 5 year rolling cycle.

Other associated hardware such as cameras and weighbridge components are replaced on an 'as needs' basis.

Description	Anticipated Expenditure	Expected Timing
Server Replacement	\$49,000	2019
	\$50,000	2020
	\$54,000	2024
	\$55,000	2025
	\$60,000	2029
	\$61,000	2030
	\$66,000	2034
UPS Replacement	\$67,000	2020
	\$71,000	2024
	\$75,000	2028
	\$80,000	2032
	\$85,000	2036
SAN Storage	\$141,000	2021
	\$156,000	2026
	\$172,000	2031
	\$190,000	2036
Desktops / PCS	Average of \$23,000	2018 And then every 3 years
Wasteman Refresh	\$60,000	2019
	\$70,000	2029
End of life system upgrade	\$400,000	2019
	\$500,000	2029

8. INFORMATION SYSTEM (Cont.)

8.3 Asset Maintenance

Routine asset maintenance on the information systems is carried out as part of the MRC's arrangement with its IT contractor.

Hardware maintenance for the associated hardware items is carried out on an 'as needs' basis.

8.4 New Acquisitions

It is not anticipated that the MRC will acquire any significant additional new software or hardware in the foreseeable future.

9. IMPLEMENTATION AND REVIEW

This AMP will be implemented as part of the Strategic Community Plan which will take effect from 1 July 2017 and has been matched with the annual budget that also takes effect from that date.

The AMP will be reviewed annual as part of the budget setting process.

The AMP has a lift of 10 years and will be reviewed at that time in conjunction with the Strategic Community Plan.

APPENDIX 1

	June 2018	June 2019	June 2020	June 2021	June 2022	June 2023	June 2024	June 2025	June 2026	June 2027	June 2028	June 2029	June 2030	June 2031	June 2032	June 2033	June 2034	June 2035	June 2036	June 2037
	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
CAPITAL EXPENDITURE 15-Mar-17																				
Landfill infrastructure capex																				
Stage 2 - Phase 2 & 3-capping work	1,721,823			4,300,532							5,428,870									
Waste precinct	6,000,000																			
Landfill infrastructure (cell development)	1,402,725	1,425,304	1,417,669																	
Gas well installations	28,000	29,000	30,000	31,000	32,000	33,000	34,000	35,000	36,000	37,000	38,000									
Leachate system/pumps and compressor station	730,000	750,000	450,000																	
Weightbridge	20,000			300,000											150,000					
Recycling - phase 2 redevelopment																				
Building refurbishments	150,000										150,000									200,000
Air conditioners	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300
Utterfending	20,000	20,000	20,000	20,000	20,000	20,000	20,000				20,000				20,000				20,000	
Transfer station extension																				
Willipede barrier		5,000,000																		
Fuel tanks					35,000						35,000				35,000				35,000	
Signage											50,000				50,000				50,000	
Waste water treatment plant											10,000								30,000	
Total landfill infrastructure	10,095,848	7,225,604	1,945,969	4,352,832	188,300	34,300	55,300	36,300	57,300	333,300	5,888,170	1,300	21,300	1,300	206,300	1,300	21,300	1,300	21,300	346,300
Equipment																				
Hook lift bins	25,000	26,000	27,000	28,000	29,000	30,000	31,000	32,000	33,000	34,000	35,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000
Tarpomatic/spindle			25,000			31,000				33,000										
Plant 79 & 80 & 87 - Tarpomatic tarps	36,000	36,000	37,000	38,000	39,000	40,000	41,000	42,000	43,000	43,000										
Small equipment	55,000	56,000	57,000	58,000	59,000	60,000	111,000	57,000	63,000	59,000	65,000	61,000	67,000	63,000	69,000	65,000	71,000	67,000	73,000	69,000
New CCTV cameras										125,000										150,000
Total equipment	115,000	118,000	150,000	124,000	127,000	161,000	183,000	131,000	172,000	218,000	100,000	79,000	85,000	81,000	87,000	83,000	89,000	85,000	91,000	237,000
Plant and vehicles																				
Plant 52 - Skva Modra Portable Generator	2,000					2,000														
Plant 59 - CAT forklift 2.5t				29,000					31,000		2,000				33,000				35,000	
Plant 60 - Generator			100,000						84,000				122,000		93,000				103,000	
Plant 71 - Nissan Patrol fire ute				76,000					238,000											
Plant 76 - Tractor and dinosaur water cart				216,000							6,000									
Plant 77 - Kubota Lawn mower	5,000																			
Plant 83 - Hino bin truck			48,000	310,000					336,000						364,000				394,000	
Plant 88 - Lighting tower						51,000														
Plant 89 - Sumitomo excavator (Grant)		185,000																		
Plant 90 - Komatsu dump truck	360,000					410,000														
Plant 92 - Volvo skidsteer loader (MTL)			97,000			105,000									133,000				144,000	
Plant 93 - Komatsu WA470									340,000											
Plant 94 - Komatsu WA470	290,000				314,000															
Plant 96 - VW Passat (CEO Vehicle)		56,000		58,000		60,000		62,000		65,000		68,000		71,000		74,000		77,000		80,000
Plant 97 - VW Amarok (DCS Vehicle)		50,000		52,000		54,000		56,000		58,000		60,000		62,000		65,000		68,000		71,000
Plant 98 - Toyota forklift	28,000					30,000														
Plant 99 - Caterpillar skidsteer loader (MTL)	90,000			97,000			105,000			114,000					123,000				144,000	
Plant 100 - Bomag landfill compactor		1,400,000		49,000		1,450,000														
Plant 101 - Ops Manager vehicle		47,000				51,000		53,000		55,000		57,000		59,000		61,000		63,000		66,000
Plant 102 - Foton Dual Cab (workshop ute)	24,000			25,000			27,000		29,000		29,000		31,000		33,000		35,000		35,000	
Plant 103 - Foton Dual Cab (groundsman ute)	24,000			25,000			27,000		29,000				31,000		33,000		35,000		35,000	
Plant 104 - MAN bin truck			288,000					329,000									401,000			
Plant 106 - Kia Grand Carnival (education vehicle)	45,000		47,000		49,000		51,000		53,000		55,000		57,000		59,000		61,000		63,000	
Plant 107 - Tana Landfill compactor		1,400,000				1,450,000														
Total plant and vehicles	1,158,000	1,738,000	1,980,000	937,000	677,000	2,213,000	1,660,000	500,000	1,250,000	350,000	95,000	308,000	1,095,000	682,000	192,000	435,000	459,000	755,000	809,000	217,000
RFP Capex																				
Weightbridge & other infrastructure	20,000		20,000			20,000					20,000									
Total RFP capex	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Furniture																				
Furniture and fittings	7,200	7,300	7,400	7,500	7,600	7,700	7,800	7,900	8,000	8,100	8,200	8,300	8,400	8,500	8,600	8,700	8,800	8,900	9,000	9,100
Total furniture	7,200	7,300	7,400	7,500	7,600	7,700	7,800	7,900	8,000	8,100	8,200	8,300	8,400	8,500	8,600	8,700	8,800	8,900	9,000	9,100
Computing equipment																				
Servers		49,000	50,000			54,000		55,000			60,000		61,000			66,000		67,000		
UPS			67,000			71,000					75,000				80,000				85,000	
SAN				141,000					156,000					172,000					190,000	
Desktops and laptops	19,000	3,300		19,800	3,400		20,600	3,500		21,400	3,600		22,300	3,700		23,200	3,800		24,200	4,000
Wasteman		60,000									70,000									
System upgrade		400,000									500,000									
Total computing equipment	19,000	512,300	117,000	160,800	3,400	0	145,600	58,500	156,000	21,400	76,600	83,300	88,300	175,700	80,000	23,200	69,800	67,000	299,200	4,000
Total capital expenditure	11,413,048	9,601,204	4,233,369	5,582,132	1,003,300	2,436,000	2,051,700	753,700	1,643,300	930,800	6,289,970	1,026,600	1,293,000	948,500	573,900	551,200	647,900	915,200	1,229,500	813,400

Workforce Plan 2018 - 2021

Item
9.4

APPENDIX NO. 10

Item
9.4

FRONT PAGE

MRC
WORKFORCE PLAN 2018 – 2021

FOREWORD

The Mindarie Regional Council's (MRC) vision is 'WINNING BACK WASTE' which will be delivered through its mission which is to 'Astutely manage waste in line with waste hierarchy for the community'.

Underpinning this are the values of the organisation, the way we operate our business and the way we deal with our stakeholders, community and ourselves. Our Values 'Teamwork, Innovation and Positive'.

One of the documents underpinning the achievement of the vision and mission is the Workforce Plan (WFP) which provides a strategic view for how the MRC's workforce is to be managed to best support the achievement of the vision.

The WFP has been presented for a four year planning horizon to be consistent with the Corporate Business Plan, the Asset Management Plan and the Financial Plan.

CONTENTS

1. Introduction
2. Planning Framework
3. Current situation
4. External Environment and Business Risk
5. Workforce Development Strategies
6. The workforce model for 2017 – 2021

1. INTRODUCTION

The Mindarie Regional Council (MRC) is one of Western Australia's largest waste management authorities servicing its member councils consisting of the Cities of Joondalup, Perth, Stirling, Vincent and Wanneroo and the Towns of Cambridge and Victoria Park to manage the Municipal Solid Waste they receive from their districts. The MRC recognises that waste does have a value as a resource and is committed to managing waste in line with the waste hierarchy and in a way sensitive to the environment and future generations.

The MRC employs 40.2 full time equivalent employees and a small pool of casuals to operate and maintain the services provided to its member councils and the general public.

The MRC Workforce Plan 2017/21 has been developed in line with its Vision of "WINNING BACK WASTE", its Mission to 'Astutely manage waste in line with waste hierarchy for the community and its Value statement of "Teamwork, Innovation and Positivity".

The MRC's Workforce Plan aims to design strategies for continuous improvement, ensuring the organisation's objectives are met now and in the future.

Key objectives:

- To ensure our employees and positions achieve the MRC's objectives
- To ensure we are equipped to meet our strategic objectives
- To guide, monitor and aid employee activities ensuring alignment with Business Plans
- To ensure we are culturally aligned
- To create an environment that empowers and enables employees to be able to deliver the MRC's strategic objectives

The MRC's Workforce Plan identifies its services, current structure, workforce profiles, external environmental and business risks and culture. In addition, it identifies future service delivery, workforce strategies to further promote an effective and efficient workforce going forward.

2. PLANNING FRAMEWORK

The Workforce Plan is a second tier planning document that forms part of the MRC's integrated planning framework and supports the implementation of the MRC's Strategic Community Plan as shown below.



3. CURRENT SITUATION

3.1 Organisational Chart by Business Unit 2016/17



3.2 Management

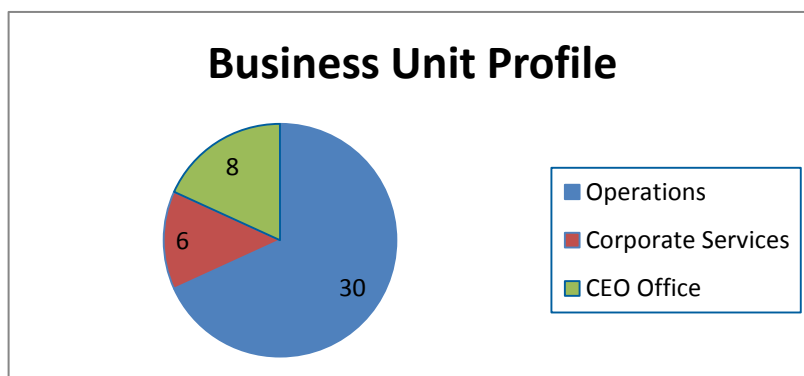
The MRC CEO Mr Brian Callander was appointed on 16 January 2012 for a (3) three year period, after receiving a high satisfactory performance review in 2014 Council approved to extend the contract for a further 5 years to January 2020.

In the past few years the CEO and his management team have been involved in a number of projects and organisational improvement processes including:

- Progressing the Strategic Community Plan 2013/14 – 2033/34 objectives;
- The Local Government reform process;
- Review of the Waste Avoidance and Resource Recovery Act 2007;
- Strategic Direction change from being a landfill operator to a procurer of infrastructure solutions designed to divert waste from landfill;
- Cultural Optimisation Program;
- Development of high level Business Unit KPI's;
- Development of a Business Continuity Plan;
- Development of a Risk Framework.

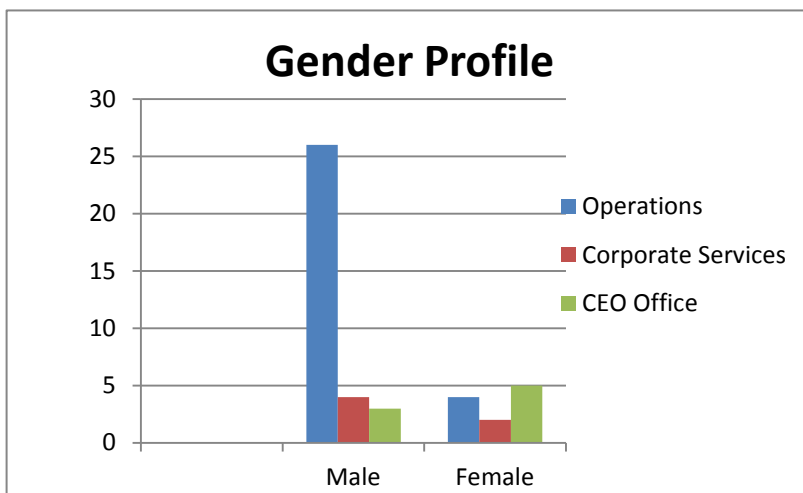
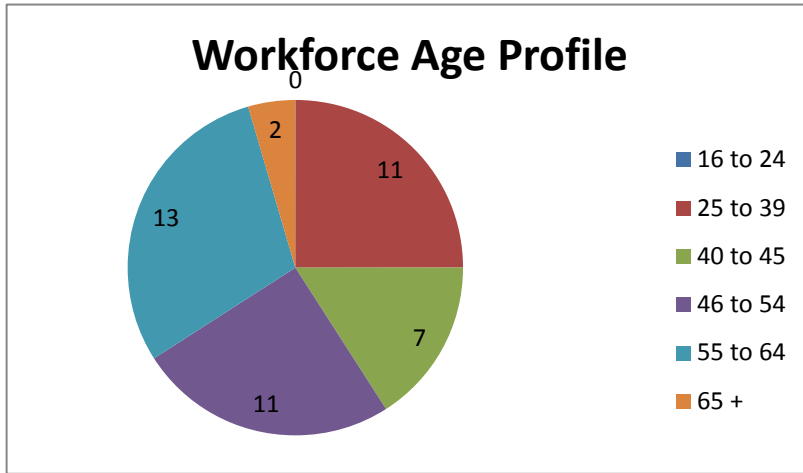
3.3 Employee Profile 2016/17

As at 30 December 2016 the organisational structure consisted of 40.2 Full Time Equivalent (FTE) employees made up of 33 full time and 11 part time employees. Casual employees are contracted on a need basis to fill positions on leave or to take part in project work.



3. CURRENT SITUATION (Cont.)

3.4 Workplace Age and Gender

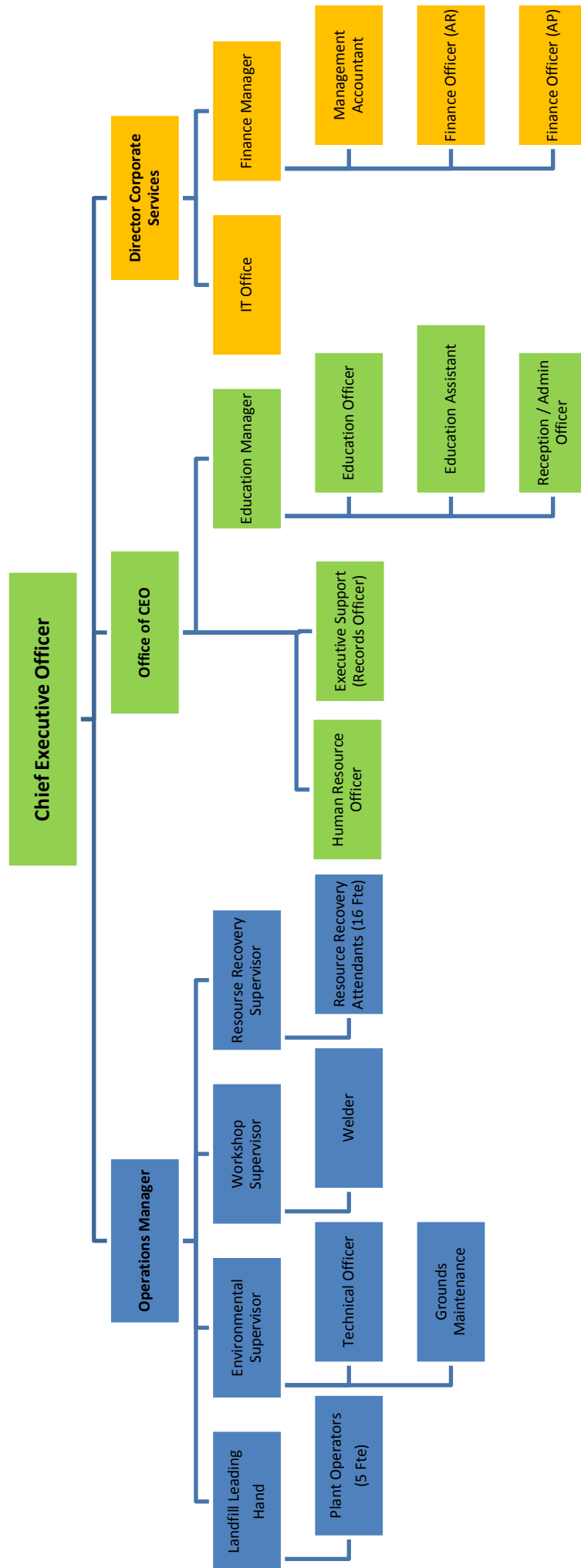


The MRC gender is predominately male due to a large portion of positions being outdoors performing manual labour and operating heavy duty machinery.

The MRC age profile currently shows 80% of employees over the age of 40, this is due to a relatively low employee turnover rate and the global economy boosting the retirement age to 70 years. Ageing workforce predictions do not necessarily indicate impending retirement from the workforce, but does highlight the importance of planning for succession and the potential risk to the organisation's capacity to deliver services that require manual labour and increased injury concerns.

3. CURRENT SITUATION (Cont.)

3.5 Organisational Chart 2017



3. CURRENT SITUATION (Cont.)

3.6 Culture

The MRC has been actively working towards a positive culture through a Cultural Optimisation Program that began in 2013 when management engaged the independent consulting company Veraison. Employees worked collectively to create an employee Cultural Charter 'Working as One Team' (see charter page 7).

In 2014 a multi-disciplinary working group was activated to spearhead cultural work and employee involvement in organisational changes, with the aim of strengthening relationships and developing a positive organisational culture. This group is now known as the Cultural Optimisation Team (COT) who live the values of the "One Team" culture and continually address difficult issues that would normally go unspoken.

The COT is committed to four of the "One Team" values as follows:

- Engage in open communication;
- Value Everyone's Opinion;
- Trust and Respect Each Other; and
- Celebrate our Achievements and Efforts

An integral performance measure of the Cultural Program is the conduct of a cultural survey of all employees every 18 months. The outcomes of the surveys are work shopped with the employees. The third survey was completed in June 2016 and when compared with the two previous surveys there is a demonstrated improvement in a number of classifications such as role clarity, motivation, job security and satisfaction. In real terms these results improve communication, trust, respect and recognition of employees from a supervisor and peer level. This improves performance, wellbeing, work safety and operational efficiencies but more importantly makes the MRC a great place to work.

As a consequence of the survey results the MRC introduced a reward and recognition program in 2014. This program recognises and rewards employees who have demonstrated alignment to the positive culture and achieved high performance. The following four (4) employee awards are presented annually.

- Employee Mateship Award
- Customer Service Award
- One Team Award
- Winning Back Waste Award

3. CURRENT SITUATION (Cont.)

WINNING BACK WASTE

WORKING AS “ONE TEAM”

We will:

- ♦ Trust and Respect Each Other
- ♦ Value Everyone’s Opinion
- ♦ Engage in Open Communication
- ♦ Welcome New Ideas
- ♦ Trust and Encourage our Team Goals
- ♦ Commit to Continuous Learning & Development
- ♦ Celebrate our Achievements & Efforts



3. CURRENT SITUATION (Cont.)

3.7 Promoting a Safe Workplace

As part of the MRC's commitment to provide a safe and healthy workplace, all employees, contractors and visitors receive an occupational safety and health (OSH) induction. Inductions are conducted on recruitment and as required for visitors and contractors. Employees receive updated information and refresher training on a regular basis recorded on our OSH management system (In Control) for annual compliance.

The OSH management system (In Control) is designed to support the principles of risk management and includes risk identification assessment, control and review. The system contains policies, procedures and guidelines that will support the MRC and its employees in providing a safe and healthy workplace in line with OSH legislative requirements.

All core operational tasks have Standard Operating Procedures that outline all known hazards and controls to minimise exposure to risk.

The MRC supports a wellness program which includes biennial health assessments, skin cancer checks, flu immunisation and an Employee Assistance Program which are all long term OSH plans and strategies.

3.8 Environmental Management

The MRC maintains an audited environmental management system in accordance with ISO 14001:2004: International standard. The system operates under the Environmental Management and Monitoring Plan (EMMP), which is reviewed annually against measurable environmental objectives and targets to ensure objectives and targets are met. Outcomes, including any 7 new actions, are endorsed by the Management Group.

The EMMP is communicated openly to stakeholders, government, employee, contractors and the community to socialise environmental matters affecting Tamala Park.

3.9 Promoting an efficient Workplace

The MRC is a service based industry, and as such, an efficient workplace is of paramount importance in helping us meet our obligations in respect of State and Local compliance and Stakeholder expectations.

The MRC has systems in place to guide, monitor and aid employees in their activities ensuring alignment with the business objectives.

Current systems in place include:

- Navison account system
- Trim records management system
- In Control and In Tuition OSH risk management systems
- Wasteman waste management and record system

All systems are assessed by management to be fit for purpose on an ongoing basis.

3. CURRENT SITUATION (Cont.)

The MRC's policies and procedures are part of the systems in place to guide and monitor an efficient workplace.

The MRC's policies are all documents that require Council's endorsement prior to being implemented by management.

The MRC procedures are approved and implemented by management. All policies and procedures are reviewed annually for relevance, legislative changes and general improvement. Relevant delegations are sought from Council to ensure timely decisions can be made. All documents relating to the business of the MRC and specifically, Policies, Procedures are kept in an electronic format, located within the MRC's Electronic Document Records Management System (EDRMS).

4. EXTERNAL ENVIRONMENT AND BUSINESS RISK

4.1 Service Delivery

The Tamala Park landfill is located in the City of Wanneroo (COW) WA's fastest growing local government authority, spanning both urban and rural areas. The COW's estimated population growth rate is 3.17% per year (average) a total population growth of 104.77% by 2036. The population growth of the COW and all other member councils will see increased service delivery expectations on the Tamala Park Landfill specifically, and the Waste Industry more generally, for increasing sustainability and increased environmental awareness. The communities are increasingly aware of environmental considerations and the sustainability principles that underpin them. It is clear that our community has an evolving view towards service delivery and with this an expectation that the MRC will deliver long term plans that focus on ensuring appropriate, sustainable service delivery.

4.2 Labour Market

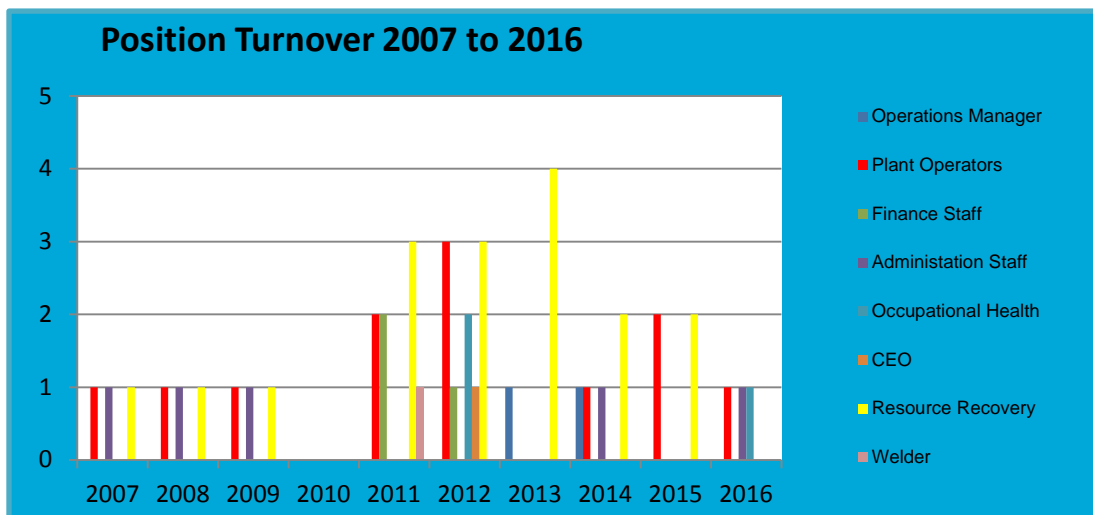
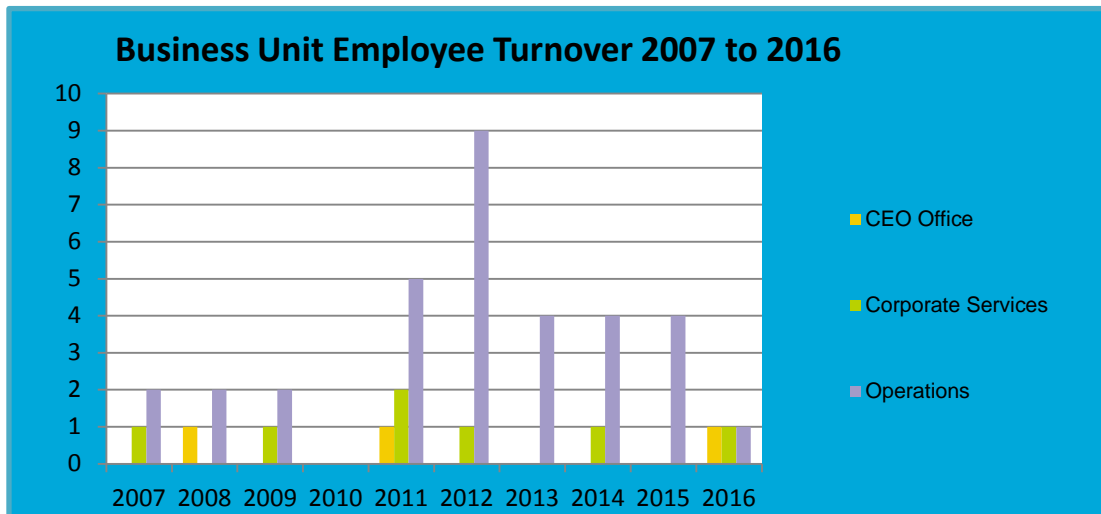
The MRC is affected by a number of labour markets including public, financial, professional and construction. The unemployment rate for the Perth North Region was 6.2% in January 2017. The availability level of lower skilled workers has risen, providing a favourable candidate pool for vacancies. The mining sector downturn has also provided a better candidate pool for experienced plan operators, a competency the MRC previously struggled to recruit.

Senior executive positions where expertise in the waste industry is preferred is always challenging due to the waste industry in Australia being relatively small in comparison to Overseas.

There will be new challenges for the MRC as it strives to meet its new strategic objectives. These include:

- An ageing workforce and the associated projected increase of injury concerns
- Succession and transfer of knowledge as baby boomers near retirement
- Diversity of the workforce
- Changing community need for increased services
- Increasing costs associated with workers compensation and the need to provide a safe work environment

The MRC needs to ensure it can attract the best employee and that its workforce is adaptable and prepared to meet new challenges in carrying out the service delivery now and in the future.



4.3 Recruitment and Retention

The employee conditions offered at the MRC has resulted in a relatively low turnover rate of 11% between 2007 and 2016 with the greatest turnover positions being at the low to medium skill levels.

The MRC needs to implement strategies that will assist the attraction and retention of employees at the senior executive level with expertise in the waste industry, to deliver the future organisational objectives. The core workforce of the MRC are well catered for although a gap analysis identified future recruitment strategies must maintain a level of certified operators for all areas including the Office, Transfer and Landfill operations.

The MRC is guided by the salary classifications of local government, however offer excellent working conditions including a wellness program and workplace agreement benefits to all employees. To improve recruitment the MRC is developing an “employee Value Proposition” aimed at demonstrating the significant benefits it offers.

4.4 Key Man Risk for the MRC

The following table identifies the key roles with the MRC which, if unfilled, would present significant risk to the organisation.

A Position may be deemed critical:

- * If it drives the delivery of a future vision
- ◆ If the required skills are extremely difficult to source/replace
- × Where critical corporate knowledge is held solely by an individual in a particular position

Risk Rating Definition

High	Control is critical. Requires immediate action as the potential could be devastating to the organisation. If it cannot be reduced from High, Management must provide continuing assurance that due diligence systems are in place so that appropriate corporate governance processes can be demonstrated to be in operation.
Significant	Active monitoring. Requires action as it has the potential to be damaging to the organisation. Ensure system and process controls are such that the risk is as low as is reasonably practicable and that due diligence systems are established so that appropriate corporate governance processes can be demonstrated to be in operation.
Moderate	Periodic monitoring. Allocate specific responsibility and implement monitoring or response procedures. Treatment includes periodic monitoring to ensure that the residual risk rating does not increase over time. Residual risk rating impacted by availability of potential employee pool. Ensure that management systems control risk.
Low	Acceptable risk. Review consequence and likelihood and manage through routine procedures. Consider excess of redundant control.

Position	Current Risk	Criticality	Competencies Compliances	Action Plan	Residual Risk	Status of Employment
Chief Executive Officer	High	* ✓ X	Position requires high level of strategic and conceptual thinking in relation to the management of the business. In depth understanding of local government legislative framework and compliance requirements. Strong leadership and strategic capabilities	Internal coaching and development for Director of Corporate Services for relief work as required. Recruitment of person into this role as a matter of urgency near contract expiration.	Significant	Contract expires 2020
Director Corporate Services	High	* ✓ X	Position requires qualifications in Accounting, Commerce and Economics. Strong leadership and strategic capabilities	Internal coaching and development of existing accounting employees to undertake role or parts thereof. Recruitment of person into this role as a matter of urgency near contract expiration.	Significant	Contract expires 2018
Operations Manager	Significant	*	Responsible for project management / delivery of infrastructure capital works. Position requires strong communications and leadership skills, Technical background, Business planning, budget and expenditure tracking.	Responsible for project management / delivery of infrastructure capital works. Position requires strong communications and leadership skills, Technical background, Business planning, budget and expenditure tracking.	Moderate	Permanent
Education Manager	Significant	*	Expertise in education and/or a marketing capacity. Waste industry and contemporary environmental issues	Continue to provide development, training and mentoring opportunities to identified positions/employees	Moderate	Permanent
Finance Manager	Significant	X	Recognised formal qualifications to meet required standards. Knowledge of Local Government compliance	Continue to provide development, training and mentoring opportunities to identified positions/employees	Moderate	Permanent
Management Accountant	Significant	X	Recognised formal qualifications to meet required standards. Knowledge of Local Government compliance	Continue to provide development, training and mentoring opportunities to identified positions/employees	Moderate	Permanent
Resource Recovery Supervisor	Moderate	*	Position requires communication and supervisory skills to manage and motivate	Continue to provide development, training and mentoring opportunities to identified positions/employees	Low	Permanent
Workshop Supervisor	High	✓	Recognised formal qualifications to meet required standards	Contractor available for unforeseen circumstances	Moderate	Permanent
Environmental Supervisor	High	✓ X	Recognised formal qualifications to meet required standards.	Internal coaching and development of environment team to undertake role or parts thereof. Contractor available for unforeseen circumstances	Moderate	Permanent
Human Resource Office	Significant	*	Recognised formal qualifications to meet required standards.	External assistance from consultant available for unforeseen circumstances.	Low	Permanent
Occupational Health and Safety Officer	Significant	*	Recognised formal qualifications to meet required standards.	Internal coaching and development of existing OHS representatives to undertake role or parts thereof.	Low	Permanent
Finance and Administration Officers	Moderate	X	Demonstrated skills to carry out function	Internal succession of financial employee and team development	Low	Permanent
Plant Operators	Moderate	✓	Recognised formal skills to meet compliances (HD Plant & HR License)	Training programs to multi-skill employees	Low	Permanent
Resource Recovery Attendants	Moderate	✓	Demonstrated skills to carry out function (Forklift licences & SSK certificate)	Training programs to multi-skill employees	Low	Permanent

5. WORKFORCE DEVELOPMENT STRATEGIES

A review of workforce strategies has identified those currently in place and some the MRC will implement as part of this workforce plan for the future.

5.1 Current Strategies in Place

- Employee performance reviews addressing accountability, responsibility and ownership for role development.
- Training and development addressing positions of risk, succession planning and career development.
- Employee Wellness Program which includes skin cancer checks, flu immunisation and biennial health checks.
- Fitness for work procedures addressing Occupation Health and Safety standards and pre placement medicals on recruitment.
- Work Life Balance and flexible working hours addressing family needs and the ageing workforce as some employees opt for a shorter working day.
- Employer co contribution to superannuation part of Workplace Agreement.
- Employer Assistance Programme offering confidential professional counselling to employees and their direct family.
- MRC Enterprise Agreement renewed every 3 years.
- Multi-disciplinary working groups to continue the cultural work and employee involvement in organisational changes.
- Annual site inductions to keep employees abreast of changes in other departments.
- Rewards and recognition programme to celebrate successes and achievements.
- Employee biennial satisfaction survey.

5.2 Future Strategies

- Develop an Employee Value Proposition (EVP)
- Develop improved recruitment strategies to attract waste industry expertise
- Develop improved strategies to maintain core competencies required for the Transfer and Landfill operations
- Develop initiatives to assist succession training and transfer of corporate knowledge
- Develop an ethical decision making training program

5.3 Workplace Agreements

The MRC and its employees entered into their first workplace agreement 19 November 2004, this agreement is renewed every three years and has maintained improved working conditions for employees.

Through the negotiations of the current agreement known as the MRC Enterprise Agreement (EBA) 2016, the Workplace Consultative Committee in consultation with the ASU, committed to develop and review the current EBA, with the aim of clarifying and amending it so that it is contemporary and relevant to the operational requirements of the MRC and the Fair Work Commission.

5.4 Action Plan for Workforce Plan Strategies

Strategies / Gap	Priority	Responsibility	Deliverables	Timelines	KPI	Resources
Improve recruitment strategies to attract waste industry expertise	Medium	Human Resources and Management	Develop EVP in consultation with management and employee Review Recruitment Selection and Induction (RSI) processes Advertise positions globally Maintain market reputability	April 17 June 17 As required	Outcome: Distribute EVP for comment Outcome: EVP on MRC website Number: Successful diverse Candidate Pool (at least 6) Outcome: successful engagement of candidates	Human Resource for duration Education team to assist HR where required. Recruitment Budget Engage external recruitment agencies
Develop Ethical Decision Making Training Program	Medium	Human Resources and Management	Research available resources and training programs Present to management final document for approval Initiate training program for managers Initiate training program for employee	August 2017 October 2017 December 2017 February 2018	Outcome: Draft document Outcome: Final document approved by management Outcome: Training implemented Number: Attendance to training numbers 95% employee	Human Resource Officer for duration Management Team to assist where required
Improve strategies to maintain core competencies at Transfer and Landfill	Medium	Human Resource and Management	Continually improve internal training plan to up skill existing employee to operate plant and equipment Implement training plan as part of the internal Performance Management process Designate experienced operators to buddy with trainees	April 2017 June 2017 Nov 16	Outcome: Effective document containing training competency requirements for plant and training schedules Number: Trainee operators identified and appointed buddy (90%) Number: Increased skill level of operators on site (at least 1 per year)	Human Resource Officer for duration Business unit manager to advise of requirements Trainer to assist with training implementation
Initiative to assist and maintain/transfer corporate knowledge	Medium	Human Resources and Management All officers responsible for preparation of manuals	Ensure that the officers operating manuals contain, job task instructions, contacts and calendar of events schedules Copies of manuals retained on records management system Managers to communicate the importance of succession training and protection of corporate knowledge to employees Ensure manuals are kept up to date	July 2017 July 17 August 17 Nov 17	Outcome: Operator manuals ready for November 2016 PMS process Number: Relief employees are assisted by operations manuals (98%) Number: Annual updates are performed by officers and reviewed and measured at PMS (98%)	Human Resource Officer available for assistance Records Officer for assistance All Officers responsible for own job manual

5.5 Evaluation and Monitoring of Workforce Plan Strategies

Strategies	Performance Measure	Monitoring responsibility
Improve recruitment strategies to attract waste industry expertise	Increased number of skilled candidate pool at recruitment Reduced length of time to secure expertise Survey new employee member after probationary period Cost of recruitment Number of days positions are vacant	Human Resource
Develop Ethical Decision Making Training Program	Developed Training Plan Survey employee for awareness and knowledge	Human Resource
Improve strategies to maintain core competencies at Transfer and Landfill	Improved retention of skilled operators Improved operating efficiencies Increased number of available operators Survey employee for training satisfaction	Human Resource
Initiative to assist and maintain transfer of corporate knowledge	Development of officer operating manuals for all key positions Survey employee for training satisfaction	Human Resource

6. THE WORKFORCE MODEL FOR 2018 – 2021

6.1 Existing Workforce Resources

The Strategic Community Plan articulates how the MRC will undertake its waste Management role into the future, in many cases just refocusing its activities. As a result, to implement many of the Strategic Actions as identified in the Corporate Business Plan additional resourcing is not required. For these actions then this Workforce Plan shows little change in the workforce structure or FTEs for 2017 through to 2021.

6.2 Additional Skill Moving Forward

The employee retention challenges identified will require the monitoring of positions at significant risk and management commitment to a reward and recognition program to retain experience employees.

6.3 Employment Forecast 2017 to 2028

Over the next four years and through to the end of landfill life employee numbers will see small reductions due to:

- The Waste to Energy Facility estimated to come on line by 2021, diverting waste from landfill; and
- The estimated Landfill closure being 2028.

