



City of
Ipswich

**IPSWICH
CITY
COUNCIL**

AGENDA

of the

ENVIRONMENT COMMITTEE

**Held in the Council Chambers
2nd floor – Council Administration Building
45 Roderick Street
IPSWICH QLD 4305**

On Tuesday, 12 November 2019
At 11.30 am or within any period of time up to a maximum of 10 minutes after the
conclusion of the Communities Committee.

<u>MEMBERS OF THE ENVIRONMENT COMMITTEE</u>	
Interim Administrator Greg Chemello (Chairperson)	

ENVIRONMENT COMMITTEE AGENDA

*11.30 am or within any period of time up to a maximum of
10 minutes after the conclusion of the Communities Committee,*
on **Tuesday**, 12 November 2019
Council Chambers

Item No.	Item Title	Page No.
1	**Ipswich Waste Services July-September 2019 Quarterly Report	5

** Item includes confidential papers

ENVIRONMENT COMMITTEE NO. 11

12 NOVEMBER 2019

AGENDA

1. ****IPSWICH WASTE SERVICES JULY-SEPTEMBER 2019 QUARTERLY REPORT**

This is a report concerning the Ipswich Waste Services July – September 2019 quarterly report.

RECOMMENDATION

That the Interim Administrator of Ipswich City Council resolve:

That the Ipswich Waste Services July-September 2019 quarterly report be received and noted.

**** Item includes confidential papers**

and any other items as considered necessary.

Doc ID No: A5860565

ITEM: 1
SUBJECT: IPSWICH WASTE SERVICES JULY-SEPTEMBER 2019 QUARTERLY REPORT
AUTHOR: SENIOR BUSINESS ADVISOR
DATE: 23 OCTOBER 2019

EXECUTIVE SUMMARY

This is a report concerning the Ipswich Waste Services July – September 2019 quarterly report.

RECOMMENDATION/S

That the Interim Administrator of Ipswich City Council resolve:

That the Ipswich Waste Services July-September 2019 quarterly report be received and noted.

RELATED PARTIES

There was no declaration of conflicts of interest.

ADVANCE IPSWICH THEME

Caring for the environment

PURPOSE OF REPORT/BACKGROUND

Council's waste services section (Ipswich Waste Services) is considered a commercial business unit under the provisions of the *Local Government Regulation 2012*. Section 175(1) of this Regulation specifies that Council's Annual Operational plan must include an annual performance plan for each commercial business unit of the local government. The Regulation details the required content of the annual performance plan for a commercial business unit and includes the need to specify reporting requirements to Council.

The adopted 2019-2020 Ipswich Waste Services Annual Performance Plan specifies that a report will be provided to Council on a quarterly basis detailing the following items:

- Major highlights of operational activities.
- Performance in relation to stated performance targets.
- Financial analysis of quarterly performance against budget.

- Waste and recycling volumes.
- Recycling and Refuse Centre data.
- Delegation Reporting.
- Asset Disposal.

Attachment 1 contains the Ipswich Waste Services July – September 2019 quarterly report and Attachment 2 details the refunds made by Ipswich Waste Services in the July – September 2019 quarter.

LEGAL/POLICY BASIS

This report and its recommendations are consistent with the following legislative provisions:
Local Government Regulation 2012

RISK MANAGEMENT IMPLICATIONS

As Attachment 1 indicates, Ipswich Waste Services is not meeting a number of specified performance targets. A discussion of these issues and their risk implications follow:

Net Profit Margin

Quarterly performance target = 24.39%

Quarterly Performance = 22.8%

A detailed explanation of financial performance is provided in section 4 of Attachment 1. The key risk from the YTD financial result is that Ipswich Waste Service is unlikely to meet overall budget targets unless a budget amendment is undertaken prior to the end of the financial year.

HR Standard - Annual leave balance for each staff member of 6 weeks or less

Performance target = >95%

Quarterly performance = 66.6%

Ipswich Waste Services is experiencing significant staff shortages that has limited its capacity to encourage staff to take their annual leave. The new EBA, with the introduction of the four day work week at the end of January 2019, has resulted in five more staff on a rostered day off each work day. No additional staff were provided to Ipswich Waste Services to accommodate this change. The Riverview Recycling & Refuse Centre is also experiencing staffing challenges with long term sick leave and workload that can only allow one person per crew to have leave at any one time.

The primary risks associated with this issue is potential staff burn out and inability to meet service demands. Workforce planning is in progress to address these issues.

% waste diverted from landfill by the kerbside service

Performance target = 15%

Quarterly performance = 13.6%

This is a complex issue but the primary driver of reduced performance during this quarter was the restricted loading facilities available at the Riverview Recycling & Refuse Centre during the roof replacement project. For many years the Riverview Recycling & Refuse Centre has struggled to meet increasing service demands and operational issues can severely disrupt service capacity. The need for a waste management infrastructure plan has been identified to provide modern purpose built facilities that meet the public waste disposal needs of the growing city and provide suitable infrastructure to manage the material collected in the kerbside recycling service.

On the broader issue of increasing waste diversion from landfill, Council currently has limited opportunity to increase diversion rates when limited recycling markets are available to process collected materials. It is hoped that the Sub-Regional Alliance Waste Management and Recycling Services Expression of Interest will provide Council with more waste diversion options. Council's adopted Materials Recovery Plan sets a domestic waste recycling target of 45% by 2024. Council is currently only diverting 25% of domestic waste from landfill and will need to continue to identify alternative solutions to meet the targets for waste management in Ipswich.

FINANCIAL/RESOURCE IMPLICATIONS

The annual Ipswich Waste Services budget is developed in order to align with the service and performance standards nominated within the Annual Performance Plan.



COMMUNITY AND OTHER CONSULTATION

There are no community or other consultation requirements specified under section 175 of the *Local Government Regulation 2012* for the implementation of the Ipswich Waste Services Annual Performance Plan or its reporting requirements.

CONCLUSION

Council's waste services section (Ipswich Waste Services) is considered a commercial business unit under the provisions of the Local Government Regulation 2012. Under this legislation, Council's Annual Operational plan must include an annual performance plan for each commercial business unit of the local government. The 2019-2020 Ipswich Waste Services Annual Performance Plan indicates that the performance of the plan will be reported to Council on a quarterly basis. Attachment 1 provides the Ipswich Waste Services July – September 2019 quarterly report.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	Ipswich Waste Services July-September 2019 Quarterly Report  
	CONFIDENTIAL
2.	Refunds made by Ipswich Waste Services July - September 2019

Kay Clarke
SENIOR BUSINESS ADVISOR

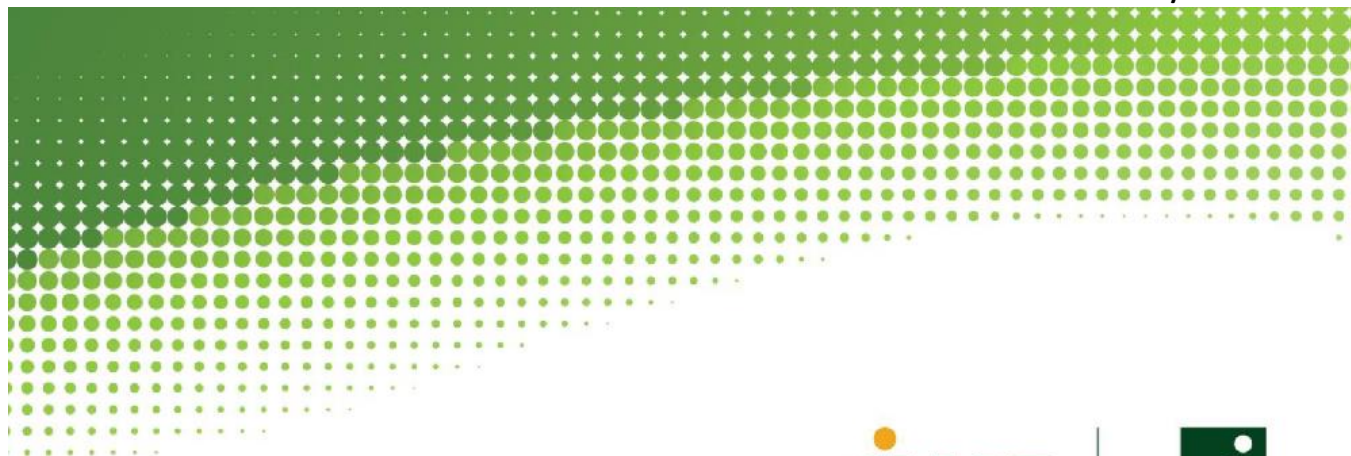
I concur with the recommendations contained in this report.

Kaye Cavanagh
MANAGER, ENVIRONMENT AND SUSTAINABILITY

I concur with the recommendations contained in this report.

Charlie Dill
GENERAL MANAGER - INFRASTRUCTURE AND ENVIRONMENT

“Together, we proudly enhance the quality of life for our community”



Ipswich Waste Services a division of Ipswich City Council

IPSWICH WASTE SERVICES JULY-SEPTEMBER 2019 QUARTERLY REPORT



1.0 INTRODUCTION

The quarterly report for the period July to September 2019 has been prepared to address the requirements of the Annual Performance Plan by providing the following information.

1. Introduction
2. Major highlights of operational activities
3. Performance in relation to stated performance targets
4. Financial analysis of quarterly performance against budget
5. Waste & Recycling Volumes
6. Recycling & Refuse Centre data
7. Delegation Reporting
8. Asset Disposal

2.0 MAJOR HIGHLIGHTS OF OPERATIONAL ACTIVITIES

2.1 Highlights

The following is a summary of major highlights that occurred within Ipswich Waste Services for the period July to September 2019.

a. Google Performance Report

	July	August	September
People saw your business on Google	35,339	34,964	39,022
People asked for directions to your business	916	952	844
People found your phone number on Google and called your business	288	244	322
Person visited your website	806	755	719

b. Bin App Data

As at 30th September there have been a total 25,677 of downloads of the Ipswich Bin App (14,923 iOS and 10,754 Android).

The following is a breakdown of the information that the residents were seeking:

Information	No. views	%
Dashboard	55,002	47.64%
Waste Materials	38,403	33.26%
Services	17,971	15.57%
Settings	1,195	1.04%
Service Empty Bottles and Jars Drop Off	1,069	0.93%
Service%	956	0.83%
Service Stolen, Repair or Replacement Bins	289	0.25%
Service Recycling & Refuse Centres	232	0.20%
Council Info	170	0.15%
Service Hire a Skip Bin	160	0.14%

c. Glebe Garden Show 31 August 2019

We received a lot of interest regarding recycling, green waste and when the next kerbside clean-up was occurring.

There were also a lot of questions regarding our free glass drop off locations. There was frustration from some residents around the Redbank, Springfield Lakes areas as there are currently no drop off points in their vicinity. Overall though residents seemed to be embracing the container refund scheme and our free glass drop off locations.

d. Recovery of Refrigerant

A contract has been arranged for the Recovery of Refrigerant from all air conditioners and refrigerators dumped at the Riverview and Rosewood Recycling & Refuse Stations. Fluorocarbon refrigerant gas damages the ozone layer and should not be released into the atmosphere. Heavy penalties apply to both individuals and organisations for discharge of fluorocarbon refrigerant. By recovering the refrigerant gas from the appliances at Councils Transfer Stations, the risk of refrigerant being discharged whilst being handled on site or in

transit to or at the end of life recyclers site is avoided. The refrigerant gas recovered by the contractor is sent for safe destruction and disposal by Refrigerant Reclaim Australia.

e. Domestic Bin Audits

52 properties now have the domestic waste charge added to their rates after the July-September quarterly domestic bin audit was completed. Council will generate an extra \$18,772 annually.

f. Household Hazardous Waste 29 June 2019

The annual Household Hazardous Waste, Gas Cylinder and Listed Items Drop Off Day was held at Riverview Recycling & Refuse Centre on Saturday 29 June 2019. A total of 98 residents participated in the event and a total of 2.758 tonnes of hazardous household items were collected along with a small quantity of marine signal flares and small arms ammunition. The next Drop-off Day is recommended to be scheduled for Saturday 20 June 2020.

The type and quantity of materials collected are below:

Waste Type	Weight Kg
Toxic Goods	389
Hazardous Non Dangerous Goods	492
Corrosives	265
Flammable Goods	411
Oxidisers	18
Domestic Gas Cylinders	1183
TOTAL WEIGHT	2758

A total of 1380 Kg of Paint was collected on the day and was removed by the Paintback Scheme.

A miscellaneous quantity of small arms ammunition and marine flares was received. These items were removed on Monday 01 July by the Department of Natural Resources, Mines and Energy Explosives Inspectorate.

Costs for the transport, handling and disposal of the materials by Toxfree Pty Ltd was \$13,208.52 ex gst.

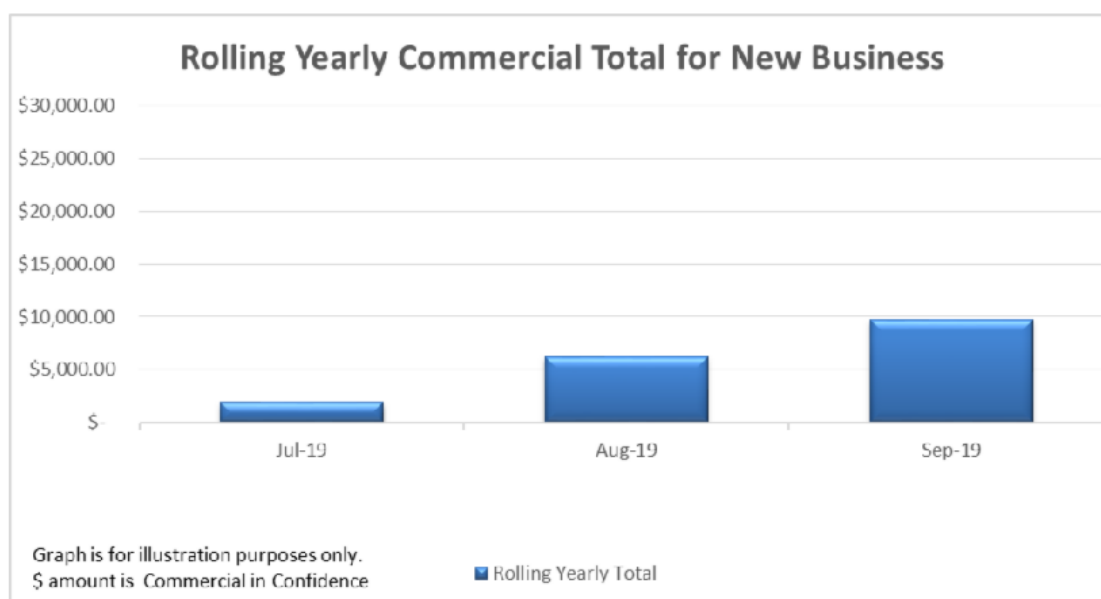
g. Kerbside Collection Service

A supplier has been appointed to undertake the 2019 Kerbside Collection Service. Preparations were undertaken throughout the Jul-Sep 2019 quarter with the collection commencing in the western area of Ipswich from 8 October 2019.

2.2 Current Commercial Activities

Total of 1,264 Commercial Customers as at the end 30th September 2019

	Number New Accounts	Additional # of Site to existing customers
Jul-19	11	2
Aug-19	14	12
Sep-19	8	7

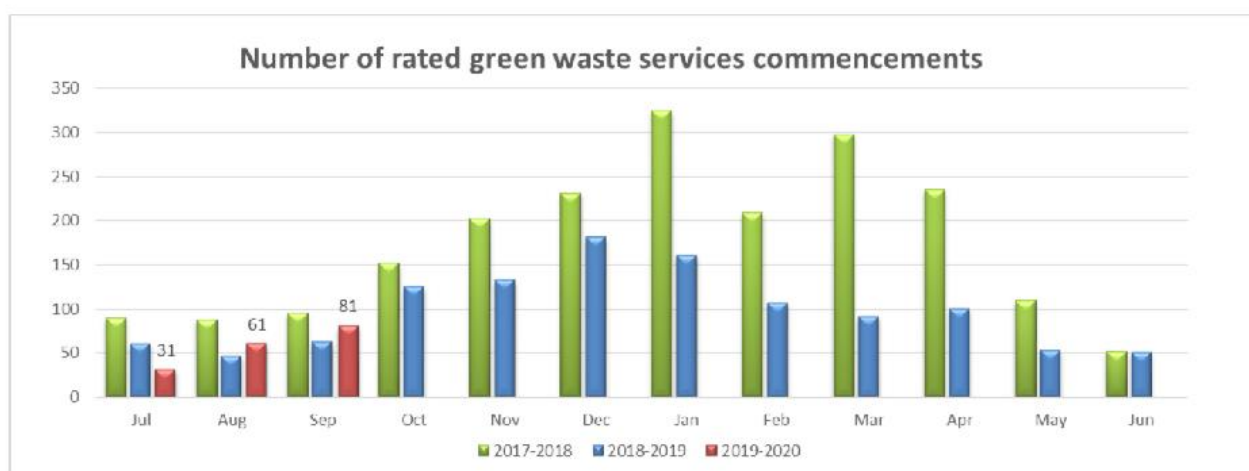


2.3 Variation of number of commercial customers and reasons.

Headings	July	August	September
BAD DEBT - STOP SERVICE	0	0	0
Business Closed Down	0	0	1
Cancelled - Decreasing or Increasing Bin Size	3	9	3
Cancelled - No Reason	13	15	6
Cancelled - Site Closed	0	0	1
Changed Owner - New Account to be Created	0	3	7
Commence - New Bin Size	4	1	3
Commence - New Season	0	0	1
Commence - New Service	17	25	15
Commence - New Service (SITE ADD)	4	6	14
Lost to Competitor	18	0	2
Service - Bin no longer required	0	0	1
Suspension - End of Season	0	0	6
	59	59	60

2.4 Green Waste Bins

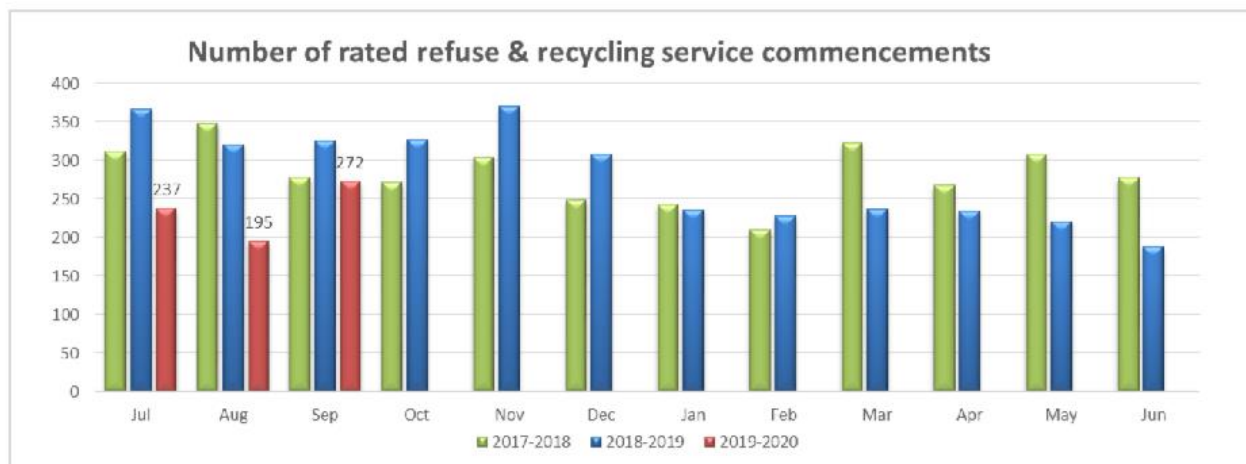
A total of 17,882 properties were rated for the domestic green waste bin as at the 30 September 2019.



Comment: As the above graph indicates, the rate of service commencements is significantly slower than the previous financial year which is likely due to the dry summer.

2.5 Domestic Waste (Refuse & Recycling)

A total of 81,715 properties were rated for the waste services as at the 30 September 2019.



Comment: 619 Commercial Bins have been removed from the total as they have now been separated in Pathway under code 9827.

3.0 PERFORMANCE IN RELATION TO STATED PERFORMANCE TARGETS

3.1 Customers

PERFORMANCE TARGETS - CUSTOMERS				
KEY RESULT AREA	Indicator	Standard	Reporting Frequency	Result
Provide value to customers	Customer response to Survey questions indicates customer satisfaction with the service	90%	Biennial	TBC

Comment: The next customer satisfaction survey is due by December 2019. .

PERFORMANCE TARGETS - CUSTOMERS						
KEY RESULT AREA	Indicator	Standard	Reporting Frequency	July	August	September
Provide value to customers	Number of domestic refuse & recycling bins repair/damaged & replacement/destroyed per 1000 rated bins in service	<7	Quarterly	4.97	4.53	4.67
	Number of domestic refuse & recycling bin extra bin service/missed bin complaints per 1000 rated bins in service	<3	Quarterly	3.31	2.58	2.82

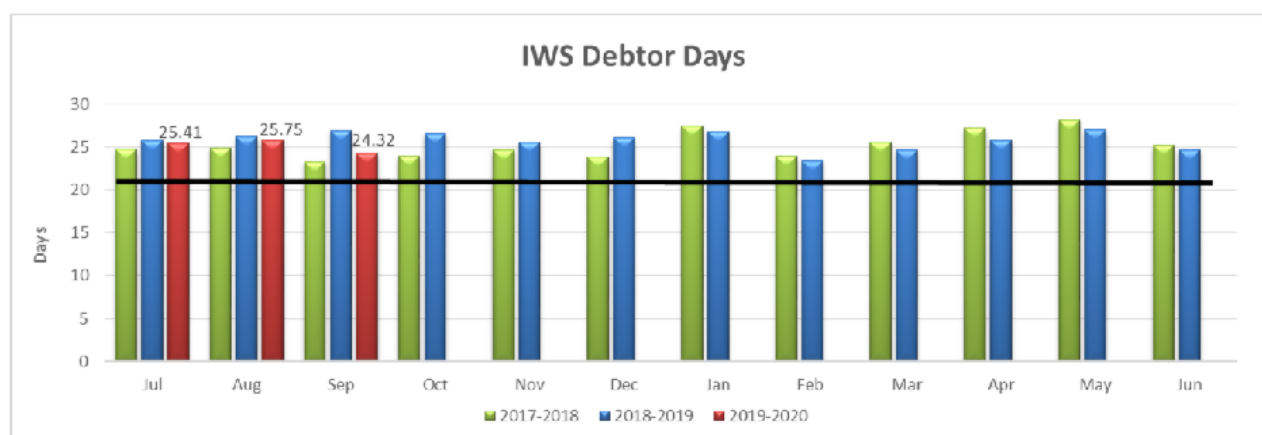
Comment: Performance continues to be in compliance with required standard.

3.2 Financial

PERFORMANCE TARGETS - FINANCIAL				
KEY RESULT AREA	Indicator	Target	Reporting Frequency	Result
Provide value to shareholders	Net Profit Margin - Calculated as <i>Net (Surplus) Deficit before tax/Earnings *100</i>	24.39%	Quarterly	July - Sept 22.80%
	Budget Performance <i>Surplus on Operations</i>	>budgeted net surplus	Quarterly	Budget QTR \$000s 3,189
				Actual QTR \$000s 2,667

Comment: Refer to section 4 of this report for an explanation of the financial result for the quarter.

PERFORMANCE TARGETS - FINANCIAL						
KEY RESULT AREA	Indicator	Target	Reporting Frequency	July	August	September
Provide value to shareholders	Debtors Days Outstanding	<38 days	Quarterly	25.41	25.75	24.32



Comment: Performance continues to exceed performance standard.

3.3 Employees

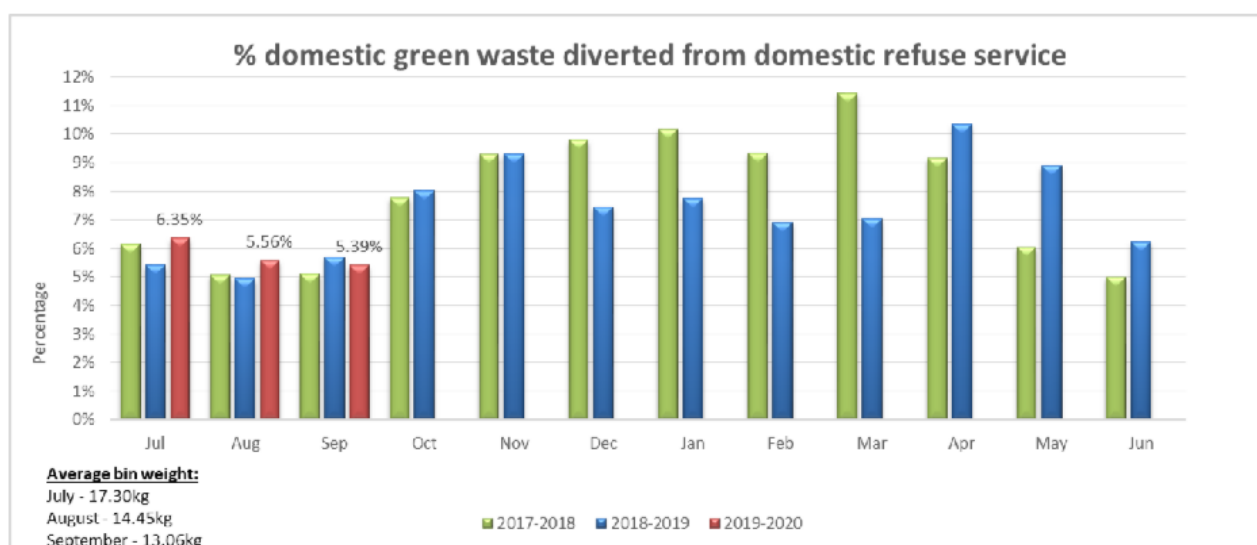
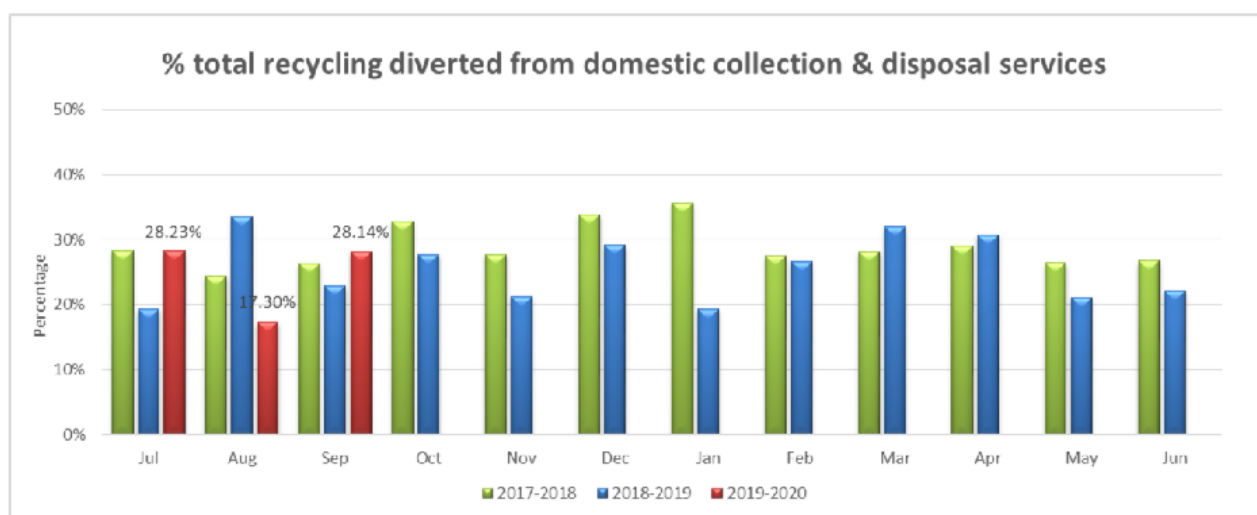
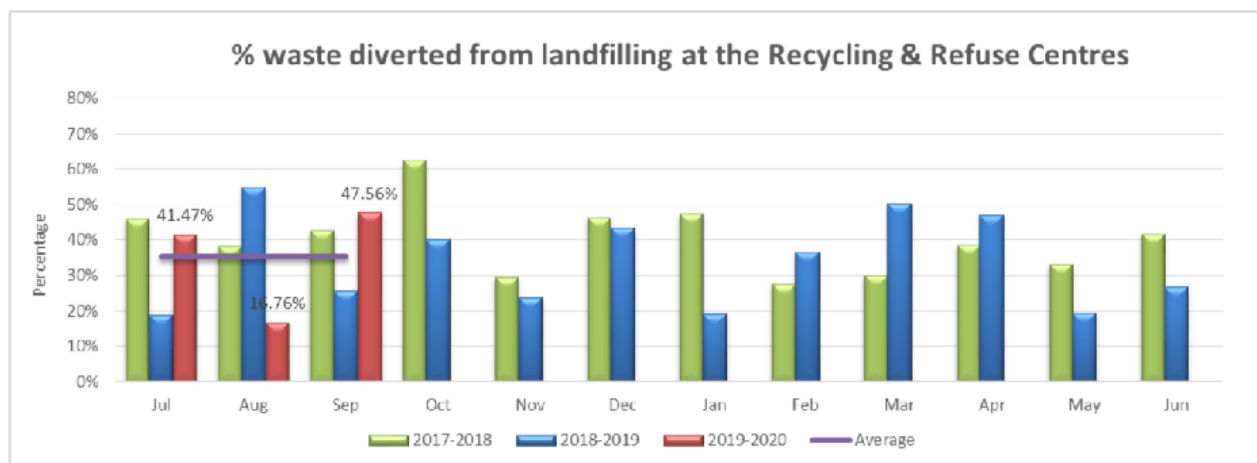
PERFORMANCE TARGETS - EMPLOYEES				
KEY RESULT AREA	Indicator	Standard	Reporting Frequency	Result
				July - Sept
Promote a climate for action within the workforce	Absenteeism - % against available hours	<3.5%	Quarterly	9.69%
	LTISR – Lost time injury severity rate	9	Quarterly	0.00
	Annual leave balance for each staff member of 6 weeks or less	>95%	Quarterly	68.25%

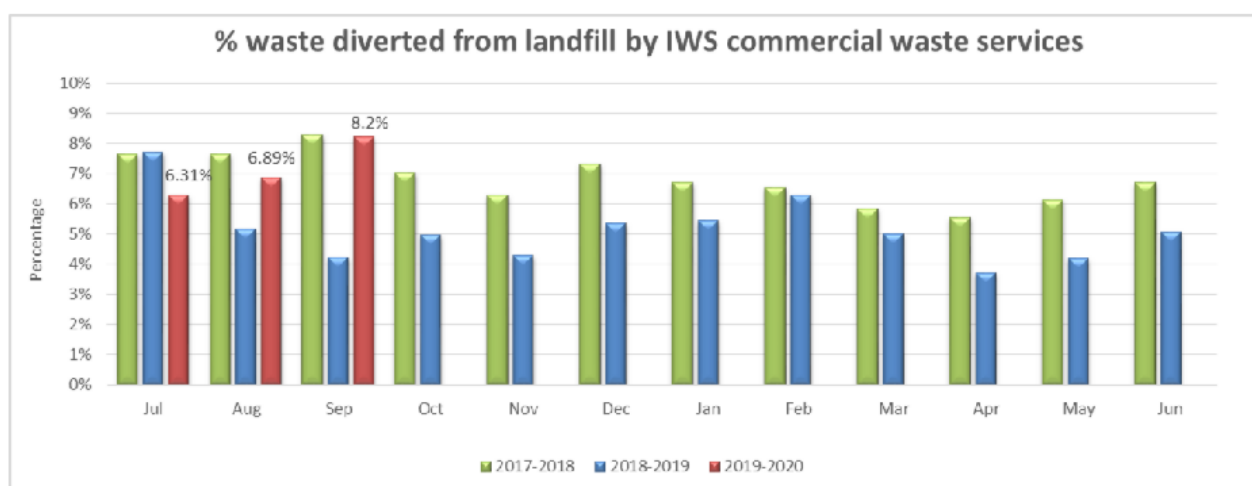
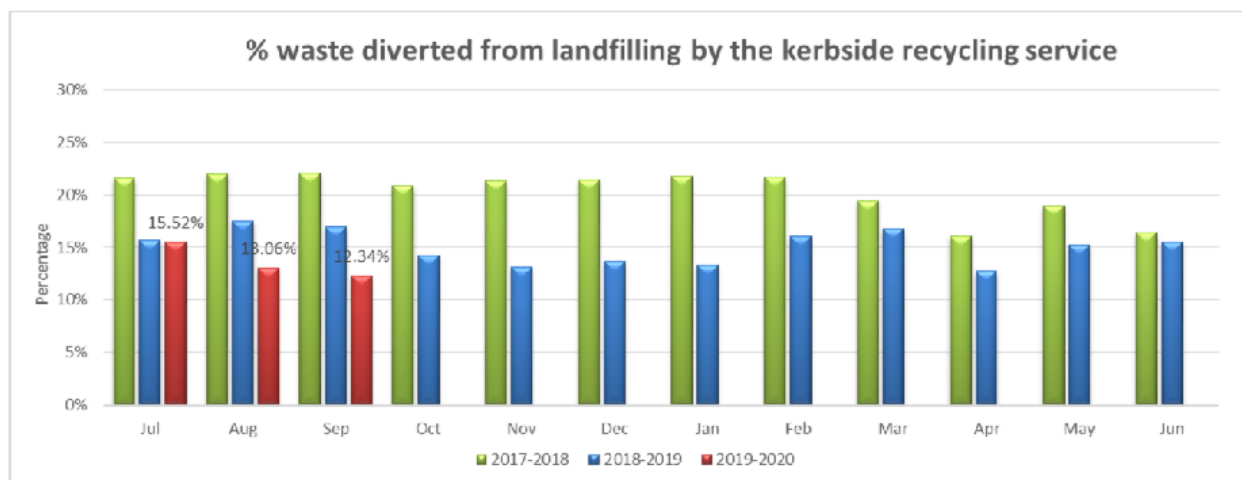
Comment: Inadequate staffing has resulted in the need to limit use of annual leave.

3.4 Processes

PERFORMANCE TARGETS - PROCESSES						
KEY RESULT AREA	Indicator	Target	Reporting Frequency	Result		
				July	August	September
Be a good neighbour	% Waste diverted from landfilling at the Recycling & Refuse Centres	>35%	Quarterly	41.47%	16.76%	47.56%
	% total recycling diverted from domestic collection & disposal services	>25%	Quarterly	28.23%	17.30%	28.14%
	% domestic green waste diverted from domestic refuse service	>3%	Quarterly	6.35%	5.56%	5.39%
	% waste diverted from landfilling by the kerbside recycling service	>15%	Quarterly	15.52%	13.06%	12.34%
	% waste diverted from landfilling by commercial waste services	>5%	Quarterly	6.31%	6.89%	8.25%

Comment: Waste diversion from all services other than green waste continue to be challenging with current waste markets.





PERFORMANCE TARGETS - PROCESSES						
KEY RESULT AREA	Indicator	Standard	Reporting Frequency	Result		
				July	August	September
Achieve operational excellence	Extra/Missed Bin Services requests completed within 1 working day	>85%	Quarterly	100%	100%	100%
	# of Requests			301	243	261
	# of Request completed on time			301	243	261
	Domestic refuse & recycling service commencements actioned within 5 working days of notification	>85%	Quarterly	90%	98%	89%
	# of Requests			237	195	272
	# of Request completed on time			214	191	243
	Green waste service commencements actioned within 5 working days of notification	>85%	Quarterly	93%	98%	84%
	# of Requests			121	113	134
	# of Request completed on time			112	111	112

Item 1 / Attachment 1.

KEY RESULT AREA	Indicator	Standard	Reporting Frequency	Result		
				July	August	September
Achieve operational excellence	Requests for Replacements/Repairs actioned within 5 working days	>85%	Quarterly	100%	100%	100%
	# of Requests			492	450	465
	# of Request completed on time			492	450	465

Comment: Replacements & Repairs CES Request Codes have now been combined.

4.0 FINANCIAL ANALYSIS OF QUARTERLY PERFORMANCE AGAINST BUDGET

OPERATING RESULT AS AT 30 SEPTEMBER 2019:

The following tables outline the operating result for the July to September 2019 quarter, and the full 2019/2020 financial year.

BUDGET V ACTUAL			
FIRST QUARTER	JULY to SEPTEMBER 2019		
	Actual (\$000')	Budget (\$000')	Variance (\$000')
Operational Revenue	11,706	12,353	648
Operational Expenditure	9,038	9,164	125
Surplus/Deficit on Expenditure	2,667	3,189	522

FULL YEAR	FY19		
	Actual (\$000')	Budget (\$000')	Variance (\$000')
Operational Revenue	11,706	12,353	648
Operational Expenditure	9,038	9,164	125
Surplus/Deficit on Expenditure	2,667	3,189	522

Revenue

Year to date revenue is below budget estimate by \$648k, primarily related to rate utility charges and waste levy rebate.

Expenses

Year to date expenses are \$125k below budget. Waste Services Employee Expenses are below budget by \$62k; Materials & Services and Other Expenses below budget by \$43k, and Internal Expense is \$7.7K below budget.

(NB: Labour contracts are included within Materials & Services).

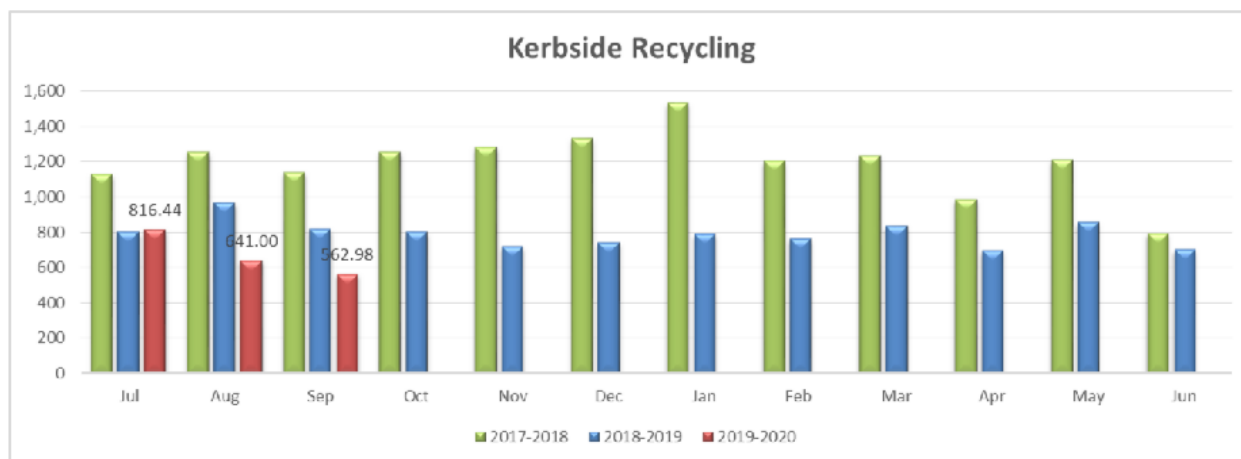
Capex

Budget for the year is \$1,050k with a total spend as at 30 September of \$375k (36%). The majority of budget allocation is for acquisition of bins which are replaced throughout the year as required.

CONCLUSIONS:

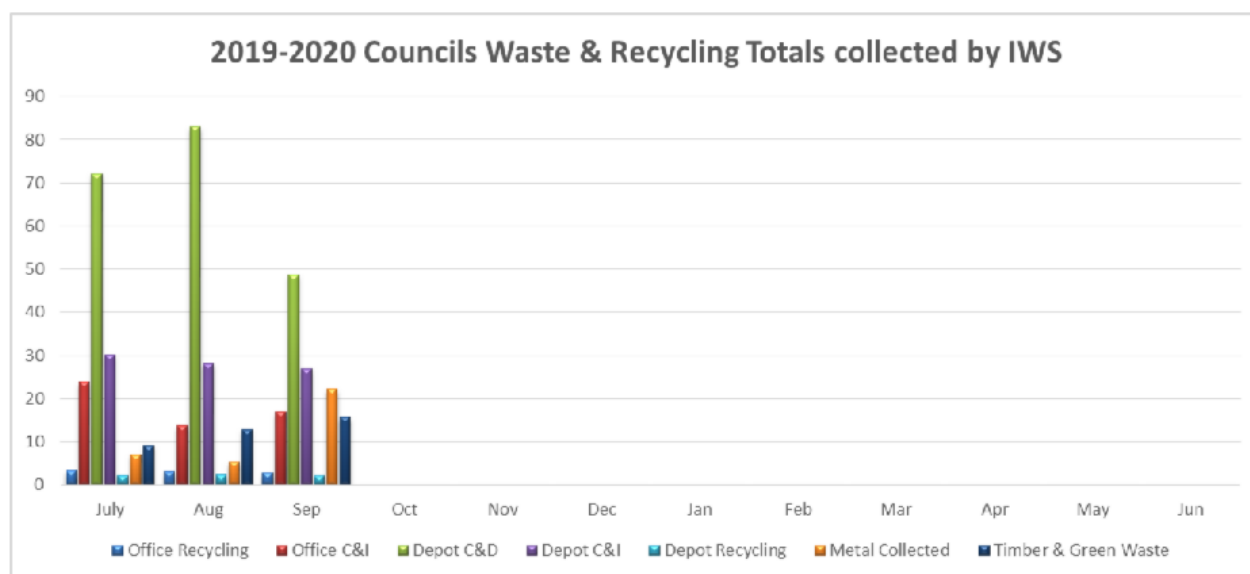
Budgeted revenue for utility charges is significantly higher than actuals because a proposed price increase was not adopted in the budget. Therefore it is expected that utility charge revenue will remain under budget for the remainder the financial year. Waste levy revenue and waste disposal expenses will continue under budget if the drought continues due to limited green waste disposal at the transfer stations and general waste collection services which impacts on disposal weights. Combined employee expenses and labour contract expenses are expected to continue over budget due to additional staff requirements from the four day working week that was not included in the 2019/2020 budget forecasts.

5.0 WASTE & RECYCLING VOLUMES



Comment: Recycling Product breakdown data is NOT available. Kerbside recycling volumes have decreased as a result of glass diversion from the yellow top bin and a greater emphasis on diverting contaminated loads.

5.1 Council's waste & recycling volumes

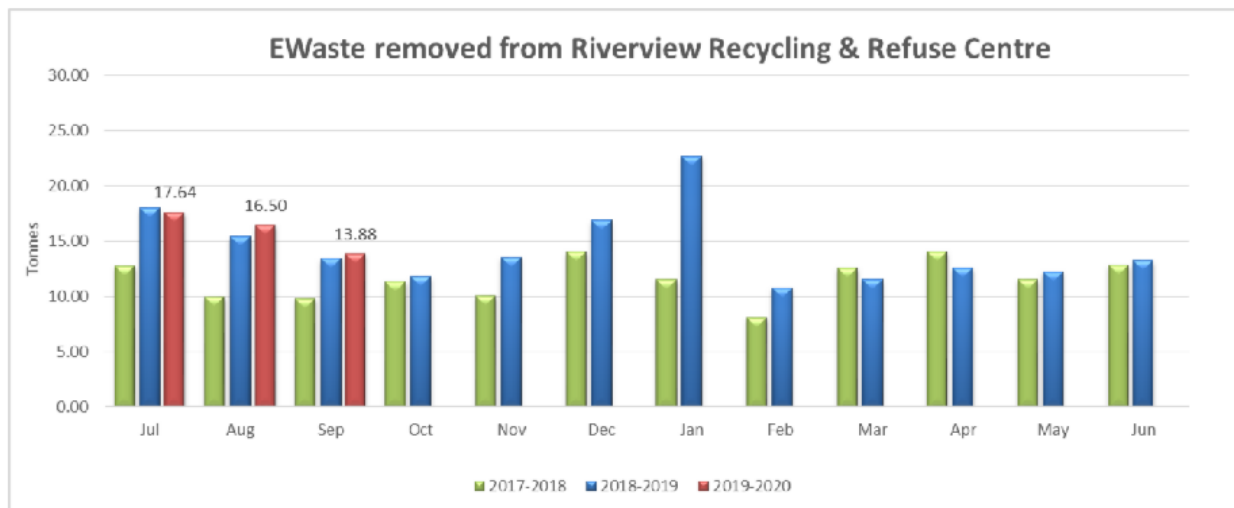


6. RECYCLING & REFUSE CENTRE DATA

7.1 Customer Numbers

Recycling & Refuse Centres Domestic Customer Data						
	Riverview			Rosewood		
Month / Year	2017-2018	2018-2019	2019-2020	2017-2018	2018-2019	2019-2020
Jul	8832	8313	8948	917	867	739
Aug	7018	7978	9402	782	812	744
Sep	7676	8069	9475	819	935	809
Oct	8254	9647		795	859	
Nov	9078	9584		1021	892	
Dec	13051	12670		1274	1243	
Jan	12929	12564		1194	1090	
Feb	8320	8033		740	774	
Mar	10862	8413		977	750	
Apr	10674	10260		893	875	
May	8226	8260		763	725	
Jun	7522	8144		756	651	
Total Year To Date	112442	111935		10931	10473	

7.2 Ewaste volume



7.0 DELEGATION REPORTING

7.1 Officer Attendance at Inspections, Deputations, Conferences, Meetings, Training and Other Functions

In respect to attendances at inspections, deputations, conferences, meetings, training and other functions involving overnight accommodation or travel by air, the Ipswich Waste Services Manager is required to report at three monthly intervals to Council regarding approvals granted under this delegation.

Details of Attendance	
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7.2 Approved Study Leave

In respect to approved study leave, the Ipswich Waste Services Manager is required to report at three monthly intervals to Council regarding approvals granted under this delegation.

Approved Study Leave	Nil
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7.3 Approved write-offs and refunds

Refer to Attachment 1.1

8.0 Asset Disposal

The following asset/s were written off from the Portable & Attractive Asset Register in July, August & September 2019.

- 360 x 240lt wheelie bins
- 12 x 660lt bins
- 12 x 1100lt bins
- 4 x 1100lt bins with lids inside