



Ipswich Waste Services a division of Ipswich City Council

# IPSWICH WASTE SERVICES JANUARY-MARCH 2020 QUARTERLY REPORT



## 1.0 INTRODUCTION

The quarterly report for the period January to March 2020 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 January to March 2020.

#### a. Google Performance Report

	<u>January</u>	<u>February</u>	<u>March</u>
People saw your business on Google	69,746	56,315	41,405
People asked for directions to your business	1,095	1031	957
Person visited your website	1,223	851	1,012
People found your phone number on Google and called your business	618	299	513

#### b. Bin App Data

As at 31<sup>st</sup> March there have been a total 27,225 of downloads of the Ipswich Bin App (15,476 iOS and 11,749 Android).

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

<u>Information</u>	<u>No. views</u>	<u>%</u>
Dashboard	18,554	46.57%
Waste Materials	13,945	35.00%
Services	6,302	15.82%
Settings	411	1.03%
Service Empty Bottles and Jars Drop Off	389	0.98%
Council Info	82	0.21%
Service Recycling & Refuse Centres	78	0.20%
Service Stolen, Repair or Replacement Bins	44	0.11%
Service Hire a Skip Bin	39	0.10%

#### c. Quality Management System

Ipswich Waste Services Business Management System was externally audited in Mar-2020 and the system achieved recertification with only one minor corrective action.

#### d. Domestic Bin Audits

83 properties now have the domestic waste charge added to their rates after the January-March quarterly domestic bin audit was completed. Council will generate an extra \$29,963 annually.

#### e. Business Continuity Plan

A Business Continuity Plan was developed and tested to deal with flooding of the truck parking area at the Riverview Depot. It was established that all vehicles could be moved to higher ground within a two hour period.

f. **Industrial Cardboard price increase**

A price increase for industrial cardboard services has occurred as at 1 April due to the reduction in the rebate from the new contract.

g. **Replacement of IWS Waste System**

A contract was signed a new supplier to implement a new POS system replacement at the Riverview Recycling & Refuse Centre. It is expected that the new system will be a lot easier for the weighbridge staff to use and provide better reporting functionality.

A contract was signed with a new supplier to install and implement a new route management system for the waste collection fleet. It is expected that the new system will provide more support to the both the collection drivers and back office staff

The commercial waste pricing for the new RMS replacement in now at a REVIEWED status. All pricing and billing requirements will be presented to the ICT team responsible for Pathway on 9th April.

h. **COVID-19**

Monday 23 March an email was sent out to our commercial customers advising that due to COVID-19, if they needed to suspend services or reduce their service frequencies then we were more than happy to accommodate. We have had 88 customers request either suspensions and/or a reduction in service frequency for their waste services. In addition to this, we have now had schools suspend services due to school holidays.

Pandemic control measures implemented across Council operations - Transfer Stations required to operate under Social Distancing restrictions until further notice. See below:

- No longer accept cash
- Barriers set out to ensure the Customers keep suitable distance apart when dumping
- Transport contractor is receiving a report by email rather than handling paper dockets

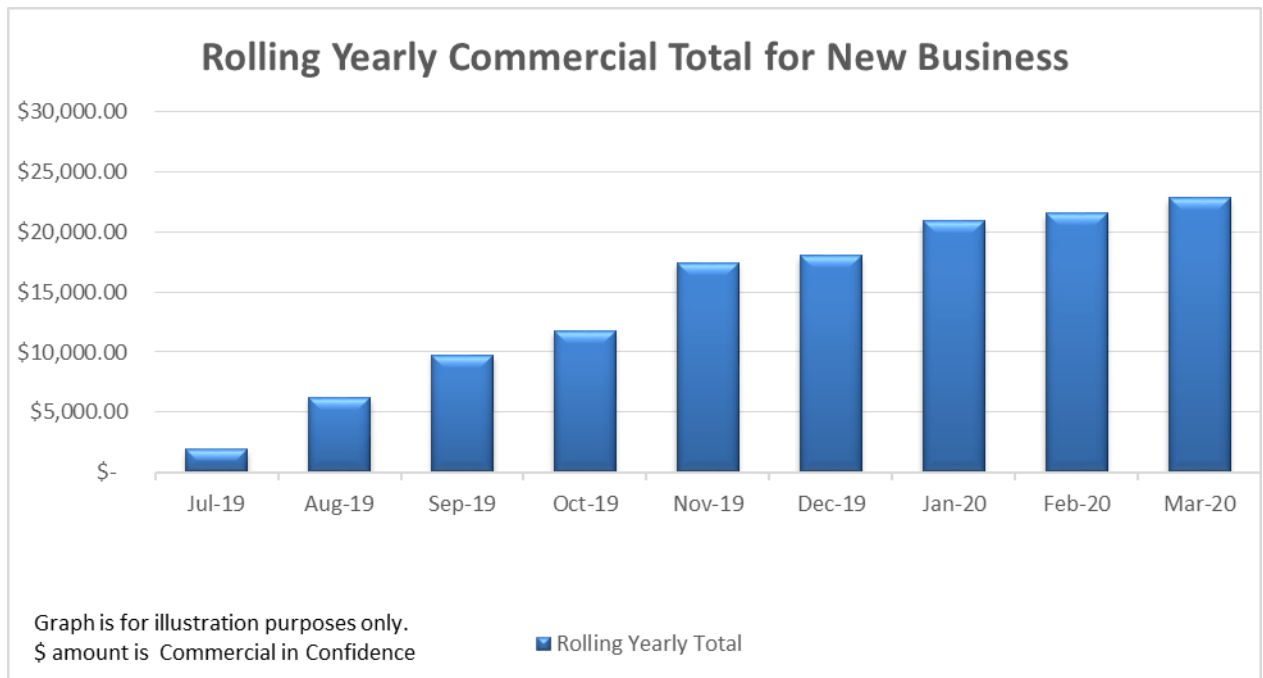
i. **Riverview Transfer Station Excavator**

An Excavator was procured for the Riverview Transfer Station. It was delivered during February 2020. This excavator is intended to assist in loading the transport contractor trucks with either waste and recycle materials.

## 2.2 **Current Commercial Activities**

Total of 1,263 Commercial Customers as at the end 31<sup>st</sup> March 2020

	<b>Number New Accounts</b>	<b>Additional # of Site to existing customers</b>
Jul-19	11	2
Aug-19	14	12
Sep-19	8	7
Oct-19	5	5
Nov-19	10	5
Dec-19	5	3
Jan-20	8	6
Feb-20	8	2
Mar-20	8	2

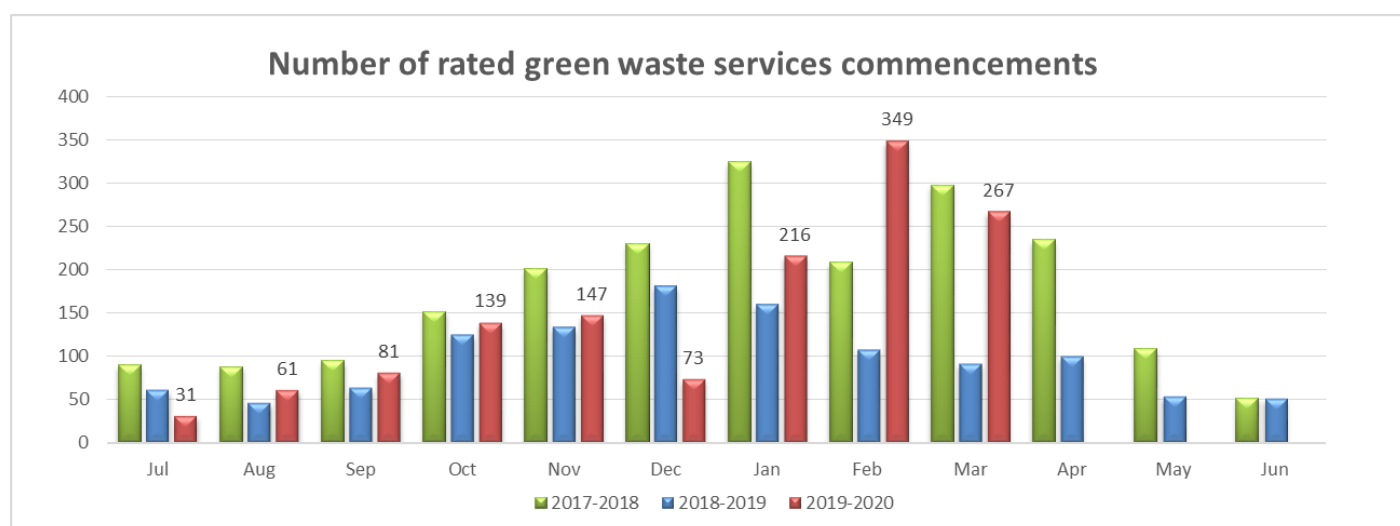


### 2.3 Variation of number of commercial customers and reasons.

Headings	January	February	March
Business Closed Down	5	0	0
Cancelled - Decreasing or Increasing Bin Size	2	1	1
Cancelled - No Reason	25	6	0
Cancelled - Site Closed	1	0	0
Commence - New Season	0	0	0
Commence - New Service	15	12	14
Commence - New Service (SITE ADD)	3	0	0
Lost to Competitor	2	0	0
Service - Bin no longer required	1	2	0
Slowdown in Business	0	0	34
	<b>56</b>	<b>24</b>	<b>50</b>

### 2.4 Green Waste Bins

A total of 19,073 properties were rated for the domestic green waste bin as at the 31 March 2020.

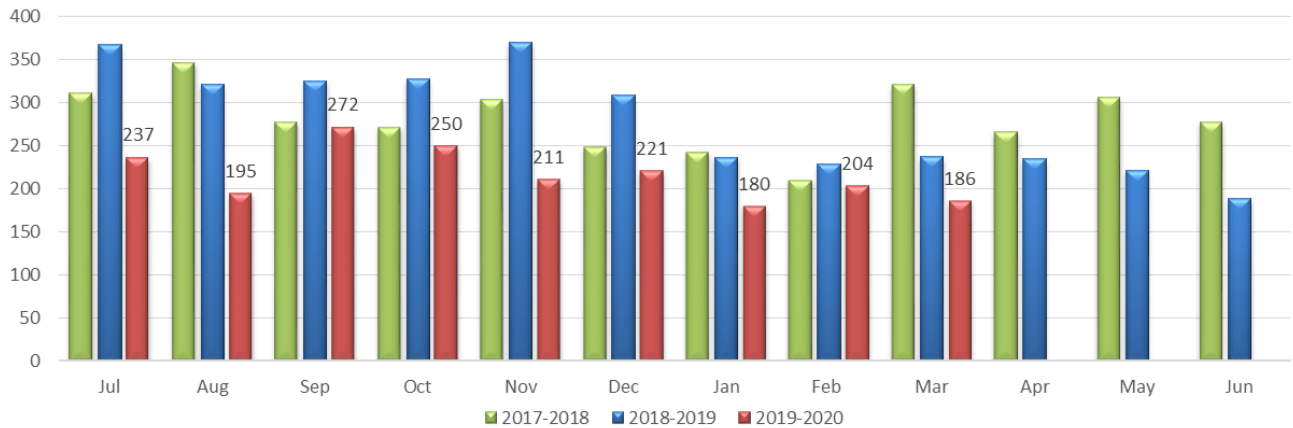


**Comment:** As the above graph indicates, the rate of service commencements has significantly increased from the previous financial year.

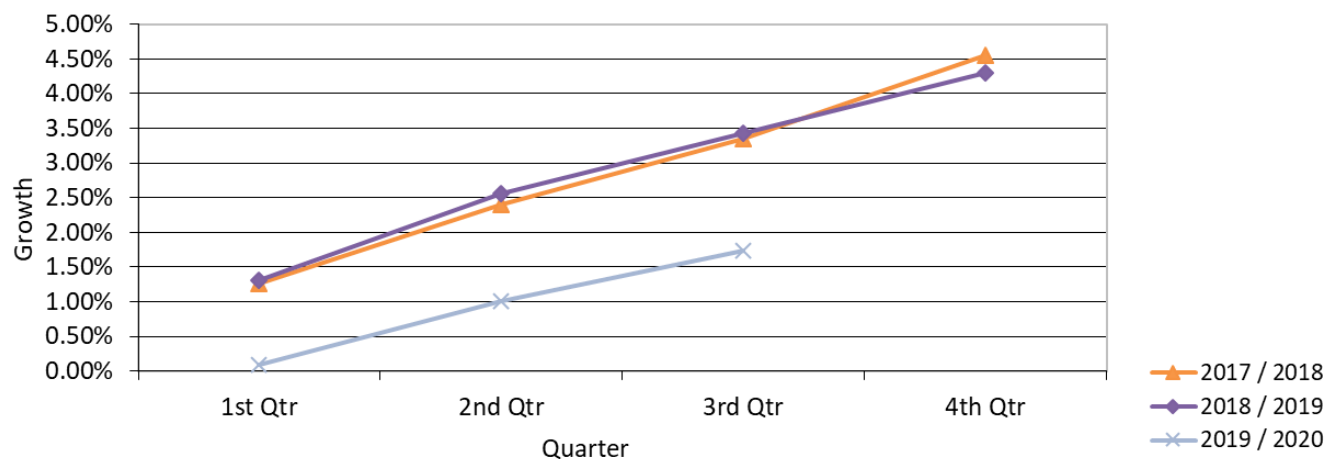
## 2.5 Domestic Waste (Refuse & Recycling)

A total of 82,989 properties were rated for the waste services as at the 31<sup>st</sup> March 2020.

**Number of rated refuse & recycling service commencements**



**Domestic Refuse Service  
Cumulative Annual Growth**



**Comment:** 649 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 was going to be completed at the Ipswich Show in May but an alternative method will need to be identified since the show has been cancelled.

PERFORMANCE TARGETS - CUSTOMERS						
KEY RESULT AREA	Indicator	Standard	Reporting Frequency	January	February	March
Provide value to customers	Number of domestic refuse & recycling bins repair/damaged & replacement/destroyed per 1000 rated bins in service	<7	Quarterly	6.72	6.03	5.98
	Number of domestic refuse & recycling bin extra bin service/missed bin complaints per 1000 rated bins in service	<3	Quarterly	4.40	3.56	4.32

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

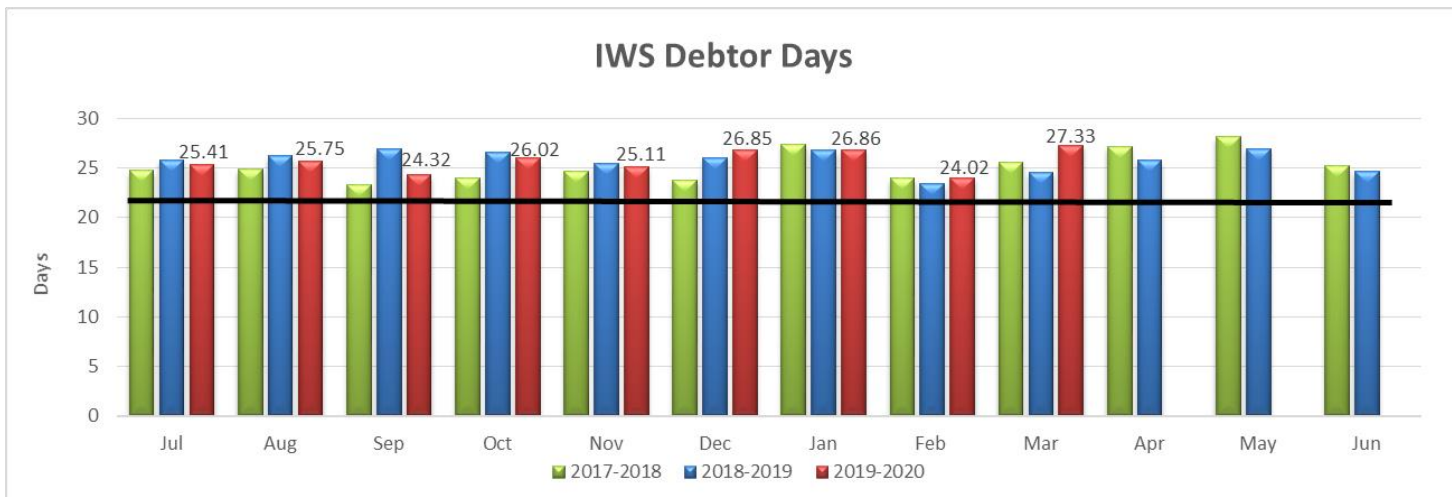
### 3.2 Financial

PERFORMANCE TARGETS – FINANCIAL									
KEY RESULT AREA	Indicator	Target	Reporting Frequency	Result					
Provide value to shareholders	Net Profit Margin – Calculated as Net (Surplus) Deficit before tax/earnings *100	>budgeted net profit margin	Quarterly	July – Sept		Oct – Dec		Jan – Mar	
				22.80%		11.92%		20.00%	
	Budget performance Surplus on Operations	>budgeted net surplus	Quarterly	Budget \$000s	Actual \$000s	Budget \$000s	Actual \$000s	Budget \$000s	Actual \$000s
				3,189	2,667	1,972	1,439	1,275	2,472

**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	January	February	March
Provide value to shareholders	Debtors Days Outstanding	<38 days	Quarterly	26.86	24.02	27.33



**Comment:**

### 3.3 Employees

PERFORMANCE TARGETS - EMPLOYEES							
KEY RESULT AREA	Indicator	Standard	Reporting Frequency	Result			
				July - Sept	Oct - Dec	Jan - Mar	April - June
Promote a climate for action within the workforce	Absenteeism - % against available hours	<3.5%	Quarterly	9.69%	6.30%	4.05%	
	LTISR – Lost time injury severity rate	9	Quarterly	0.00	0.00	0.00	
	Annual leave balance for each staff member of 6 weeks or less	>95%	Quarterly	68.25%	60.32%	n/a	

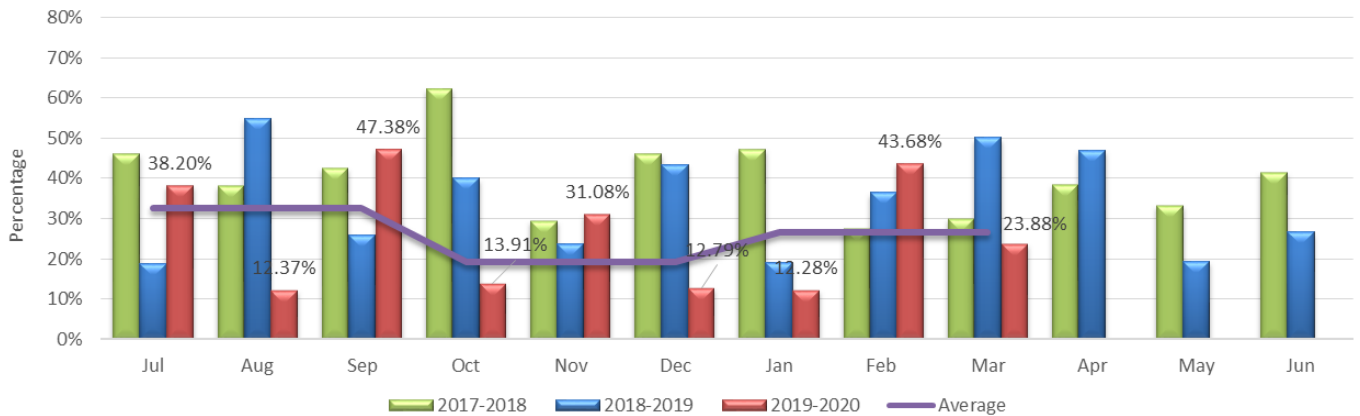
**Comment:** Annual leave balance reports not available in Ehub

### 3.4 Processes

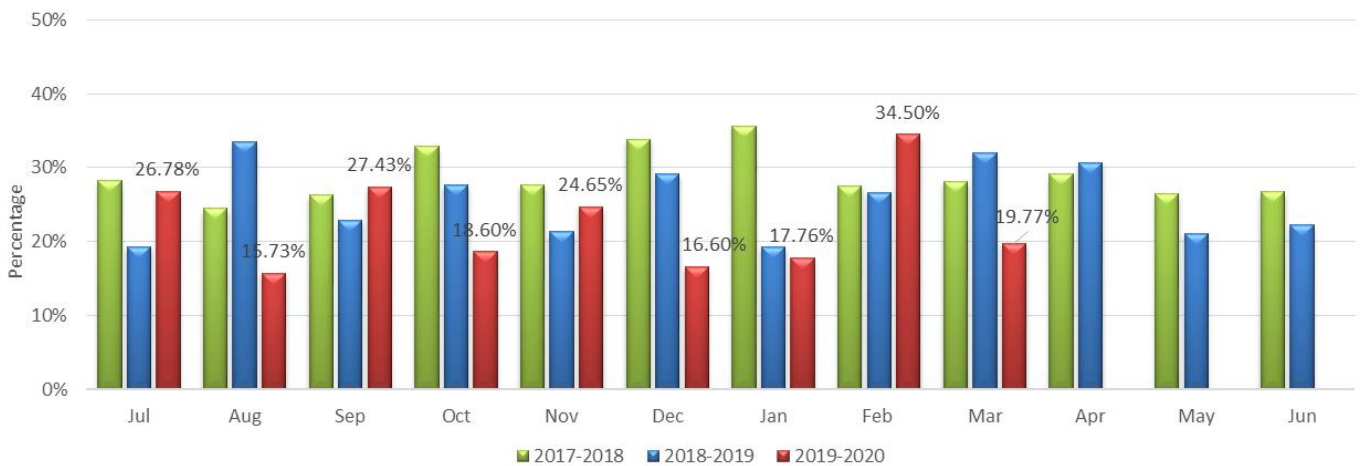
PERFORMANCE TARGETS - PROCESSES						
KEY RESULT AREA	Indicator	Target	Reporting Frequency	Result		
				January	February	March
Be a good neighbour	% Waste diverted from landfilling at the Recycling & Refuse Centres	>35%	Quarterly	12.28%	43.68%	23.88%
	% total recycling diverted from domestic collection & disposal services	>25%	Quarterly	17.76%	34.50%	19.77%
	% domestic green waste diverted from domestic refuse service	>3%	Quarterly	8.42%	14.43%	5.79%
	% waste diverted from landfilling by the kerbside recycling service	>15%	Quarterly	12.87%	14.69%	13.16%
	% waste diverted from landfilling by commercial waste services	>5%	Quarterly	7.59%	7.80%	8.15%

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

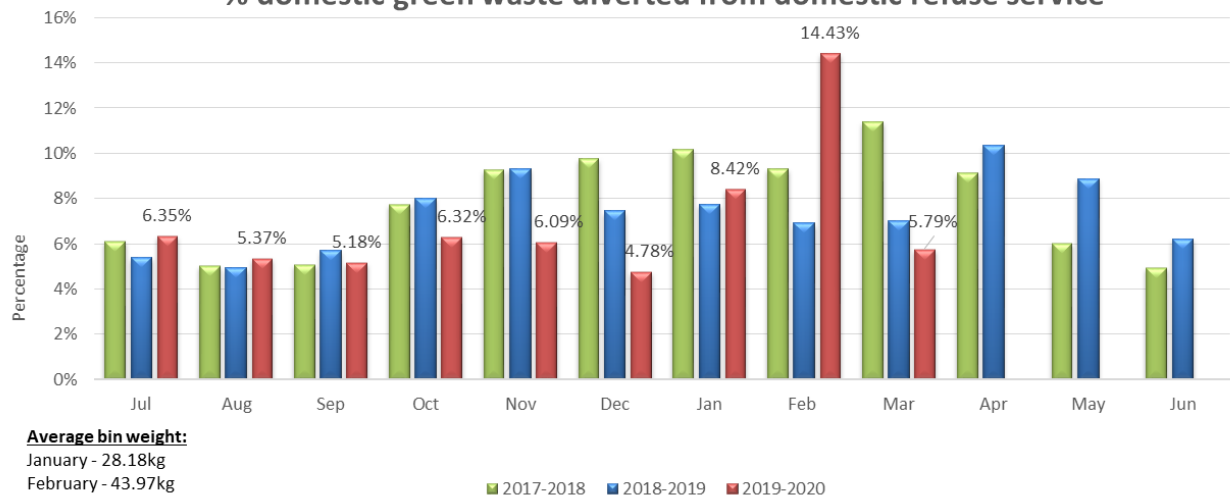
### % waste diverted from landfilling at the Recycling & Refuse Centres



### % total recycling diverted from domestic collection & disposal services



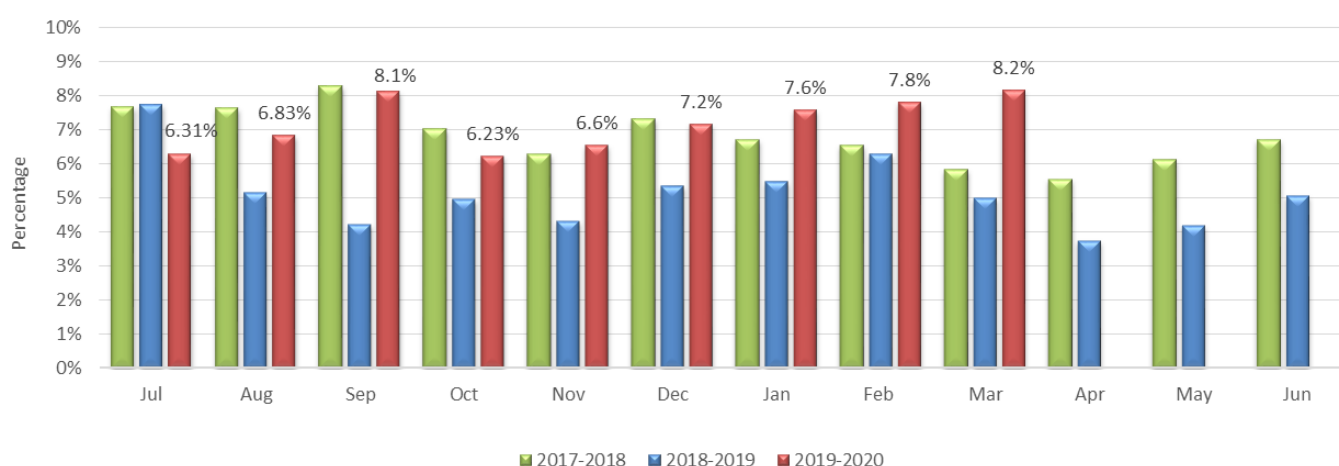
### % domestic green waste diverted from domestic refuse service



### % waste diverted from landfilling by the kerbside recycling service



### % waste diverted from landfill by IWS commercial waste services



PERFORMANCE TARGETS - PROCESSES						
KEY RESULT AREA	Indicator	Standard	Reporting Frequency	Result		
				January	February	March
Achieve operational excellence	Extra/Missed Bin Services requests completed within 1 working day	>85%	Quarterly	100%	100%	100%
	# of Requests			430	350	426
	# of Request completed on time			430	350	425
	Domestic refuse & recycling service commencements actioned within 5 working days of notification	>85%	Quarterly	88%	90%	98%
	# of Requests			180	204	186
	# of Request completed on time			158	183	183
	Green waste service commencements actioned within 5 working days of notification	>85%	Quarterly	82%	82%	98%
	# of Requests			281	348	312
	# of Request completed on time			230	286	306

KEY RESULT AREA	Indicator	Standard	Reporting Frequency	Result		
				January	February	March
Achieve operational excellence	Requests for Replacements/Repairs actioned within 5 working days	>85%	Quarterly	100%	100%	100%
	# of Requests			679	612	610
	# of Request completed on time			679	612	610

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

## 4.0 FINANCIAL ANALYSIS OF QUARTERLY PERFORMANCE AGAINST BUDGET

### OPERATING RESULT AS AT 31 MARCH 2020:

The following tables outlines the operating result for the January to March 2020 quarter, and the full 2019/2020 financial year.

BUDGET V ACTUAL			
THIRD QUARTER	JANUARY to MARCH 2020		
	Actual (\$000')	Budget (\$000')	Variance (\$000')
Operational Revenue	12,361	12,205	156
Operational Expenditure	9,889	10,930	1,041
Surplus/Deficit on Expenditure	2,472	1,275	1,197

YTD	FY20		
	Actual (\$000')	Budget (\$000')	Variance (\$000')
Operational Revenue	36,131	36,237	-106
Operational Expenditure	29,553	29,800	247
Surplus/Deficit on Expenditure	6,578	6,437	141

#### Revenue

Year to date revenue is below budget estimate by \$106k, primarily related to waste levy rebate and waste disposal (fees and charges revenue), offset by increased internal trading revenue.

#### Expenses

Year to date expenses are \$247k favourable. Waste Services Employee Expenses are below budget by \$325k; Materials & Services \$669k above; Other Expenses \$616k below; and Internal Expense \$29.5k above budget.

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

#### Capex

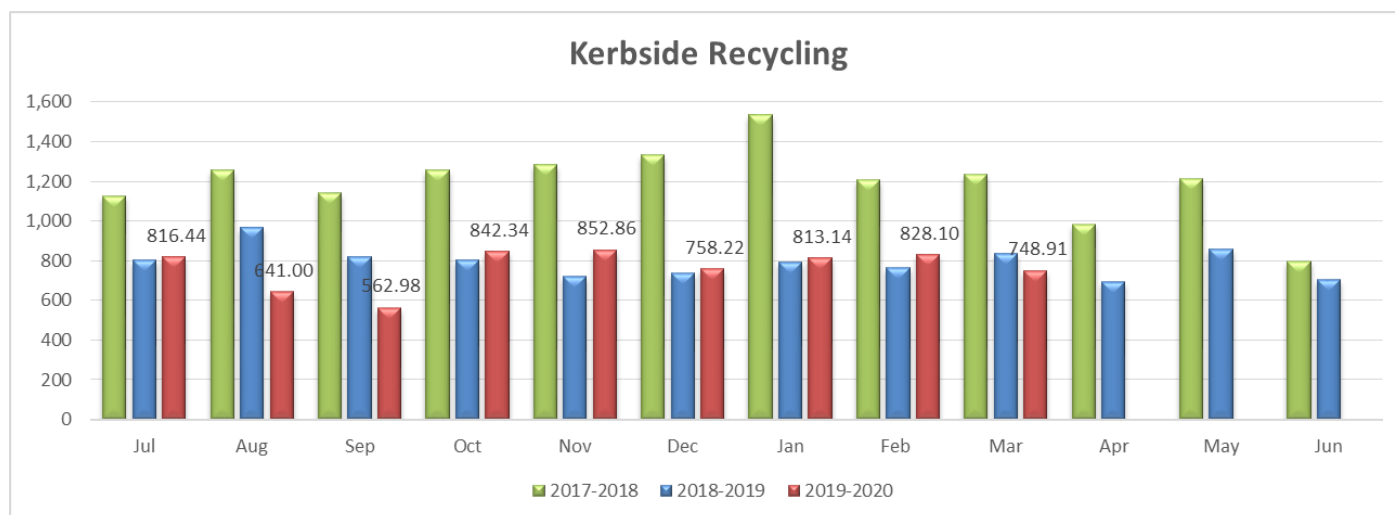
Budget for the year is \$1,050k with a total spend as at 31 March of \$646k (61.5%). The majority of budget allocation is for acquisition of bins which are replaced throughout the year as required.

### CONCLUSIONS:

Overall, net result is favourable. Fees and charges revenue is however expected to remain under budget due to loss and rationalisation of services since introduction of waste levy fee, as well as the impact of COVID. Waste levy revenue and waste disposal expense are also expected to remain under budget with variance attributed to seasonal/drought conditions experienced to date.

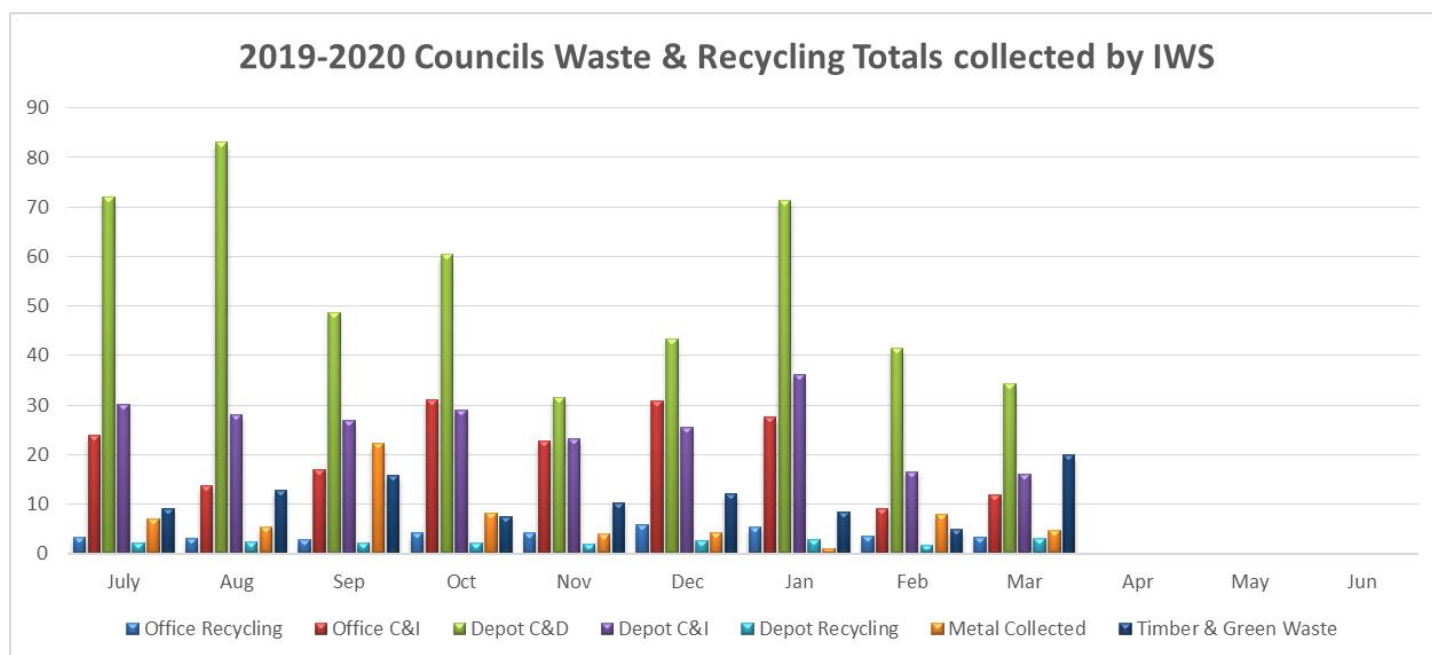
Employee and labour contract expenses are expected to continue over budget due to additional staff requirements from the four day working week that were not included in the 2019/2020 budget forecast

## 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

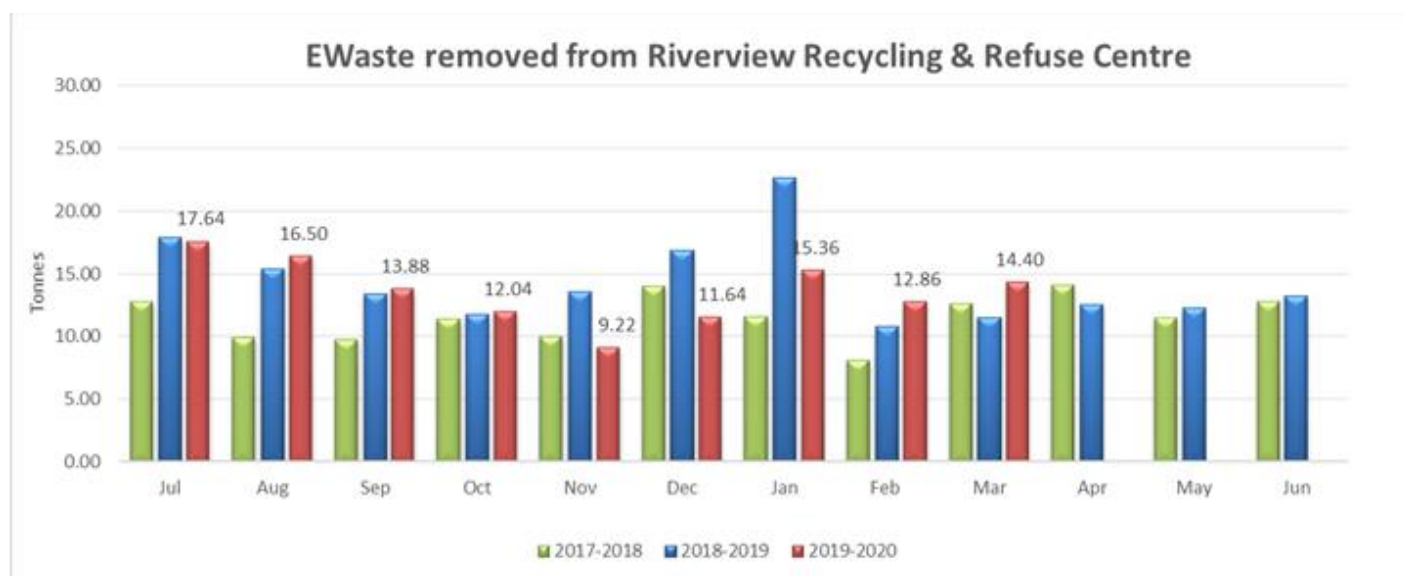


## 6. RECYCLING & REFUSE CENTRE DATA

### 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	8501	795	859	765
Nov	9078	9584	7631	1021	892	750
Dec	13051	12670	10531	1274	1243	924
Jan	12929	12564	11303	1194	1090	994
Feb	8320	8033	10166	740	774	865
Mar	10862	8413	11658	977	750	983
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.

<b>Details of Attendance</b>	
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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.

<b>Approved Study Leave</b>	Nil
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### 7.3 Approved write-offs and refunds



January-March 2020  
Write Off.pdf

## 8.0 Asset Disposal

The following asset/s were written off from the Portable & Attractive Asset Register in January, February & March 2020.

- 1180x 240l Wheelie Bins
- 3x 1110l Plastic Industrial Bins