

Evaluation Schedule

Criteria	%	Weighting	Avon Waste E-Quotes Tender VP141163				
Price							
Include in the lump sum price all fees and other costs and disbursements to provide the required service and appropriate level of GST.	40	40%	\$430,422 (inc GST) per annum				
Regional Price Preference Policy Applied (Policy 3.3)							
Officer's Comment – EMDS			it is not possible to compare the value of service delivery as only one tender has been received. It should be noted that for the most part the rate (\$) per lift forming part of the submitted tender from Avon Waste replicates the charges forming part of the existing contract between the Shire and Avon Waste.				
A. Organisational Capabilities / Key Personnel / Relevant Skills and Experience							

Evaluation Schedule

Criteria	%	Weighting	Avon Waste E-Quotes Tender VP141163				
<p>1) Past Experience –</p> <p>a. Respondent to demonstrate recent experience with Contracts of similar size and scope with Local Government;</p> <p>b. Respondent to highlight the percentage of operational capacity this Contract would represent providing detail of resource pool;</p> <p>c. Respondents to provide as a minimum information of proposed personnel to be allocated to this Contract, such as:</p> <p style="padding-left: 40px;">i. Their role in the performance of the Contract;</p> <p style="padding-left: 40px;">ii. Qualifications, with particular emphasis on experience of personnel in Contracts of a similar size and scope;</p> <p style="padding-left: 40px;">iii. Curricular vitae's;</p> <p style="padding-left: 40px;">iv. Membership to any professional or business</p>	12.5	25%					

Evaluation Schedule

Criteria	%	Weighting	Avon Waste E-Quotes Tender VP141163				
<p>associations;</p> <p>v. Any additional information.</p> <p>2) Current Opportunity – Demonstrate your capability to add the Contract on offer through this Request to your existing portfolio and how you will ensure that a quality service is provided including how you will maintain existing service levels to your current clients.</p>	12.5						
Officer's Comment – EMDS			Avon Waste has provided waste and recycling removal services to many local governments in the Wheatbelt area for over 20 years and has a proven track record in service delivery				
B. Respondent Performance / Operational Requirements / Strategy							

Evaluation Schedule

Criteria	%	Weighting	Avon Waste E-Quotes Tender VP141163				
<p>Respondents are to demonstrate an understanding of the Requirements of this Contract, by addressing how each of the following will be achieved:</p> <ul style="list-style-type: none"> • The waste collection strategy/specification outline proposed in the Specification; • Details of the proposed system for provision of a Customer Support, in particular efficiency, effectiveness and reporting systems; <p>o Quality and standard of work;</p> <p>o Timeliness of work (productivity);</p> <p>o Any other issues or matters that will maximise the net benefit of the Services to the Principal and community.</p> <p>The following should be addressed in response to the above criteria:</p> <p>Strategy for Collection and Processing Services;</p> <p>o Waste and Recycling Collection Service (side lift);</p>	5	25%					

Evaluation Schedule

Criteria	%	Weighting	Avon Waste E-Quotes Tender VP141163				
<ul style="list-style-type: none"> o Reduction of noise during collection; o Promotion of Waste separation and Recycling. 							
Waste and Recycling Bins;	5						
<ul style="list-style-type: none"> o Maintenance strategy for bins; o Record keeping procedure. 							
Plant and Equipment;	5						
<ul style="list-style-type: none"> o Provision of Plant and Equipment; o Plant and Equipment ownership (owned or leased); o Handling procedure for vehicle breakdowns; o Maintenance programs. 							
System for Customer Support;	5						

Evaluation Schedule

Criteria	%	Weighting	Avon Waste E-Quotes Tender VP141163				
<ul style="list-style-type: none"> o Operating logistics; o Handling procedure of telephone enquiries from customers; o Communications between the Respondent and the Principal's Officers; o Notices/information procedure; o Complaints resolution and recording. <p>Risk Management Program Strategy:</p> <ul style="list-style-type: none"> o Work policy and procedures; o Staff training; o Communication systems; and o Emergency procedures. o Monitoring procedure and staff performance. 	5						
Officer's Comment – EMDS			Avon waste has been providing				

Evaluation Schedule

Criteria	%	Weighting	Avon Waste E-Quotes Tender VP141163				
			<p>waste and recycling collection services to the Shire of Merredin since July 1997 and there have been no major complaints in relation to the service provision. Avon Waste have a proven track record and capacity to deliver a reliable waste and recycling collection service. Avon waste utilises modern plant and equipment with the waste collection vehicles being fitted with GPS locators and a route management system in place allowing for</p>				

Evaluation Schedule

Criteria	%	Weighting	Avon Waste E-Quotes Tender VP141163				
			confirmation of routes taken and premises serviced.				
C. Corporate Social Responsibility							
<ul style="list-style-type: none"> Provide information on your organisation's sustainability credentials and practices as well as any related ratings or certifications which demonstrate your organisation's practical commitment to sustainability. Provide details of your organisation's environmental policy and/or practices which manage or reduce the impact on the environment; Offer details of any recycling, collection, disposal, product stewardship or other initiatives that would support the sustainability objectives of the Principal and assist them to achieve environmental targets (i.e. how could you assist them to recycle, reuse and reduce). 	10	10%					
Officer's Comment – EMDS			Avon Waste is committed to reducing waste going to landfill and highlight the importance of recycling				

Evaluation Schedule

Criteria	%	Weighting	Avon Waste E-Quotes Tender VP141163				
			objectives. Avon Waste recovered over 217 tonnes of recycling from the Shire of Merredin in 2017/18. Avon Waste implements environmental policies and objectives for its operations and through its activities supports local communities.				
TOTALS							

Referee's Comments		
	Respondent A	Respondent B
Ref	Carmen Sadleir – Manager Health and Environment (Shire of Northam) Personally involved with supervising Avon Waste provision of waste and recycling service for over 10 years, service provided is of high quality and very reliable.	Nic Warren – Regulatory Services Manager (Shire of Yilgarn) Shire has many years experience with Avon Waste, very happy with the service.



SHIRE OF MERREDIN

REQUEST FOR QUOTATION
PROVISION OF WASTE & COMINGLED
RECYCLING COLLECTION SERVICES
RFQ NUMBER: VP141163

ATTACHMENTS

APRIL 2019



SHIRE OF MERREDIN

REQUEST FOR QUOTATION
PROVISION OF WASTE & COMINGLED
RECYCLING COLLECTION SERVICES
RFQ NUMBER: VP141163

ATTACHMENT A - RESPONDENTS PROFILE

APRIL 2019

ATTACHMENT A – RESPONDENTS PROFILE

Respondents must address the following information in an attachment and label it "Respondents profile":

Respondent to provide Australian Business Number (ABN) and registered entity name;	ABN: 50 009 034 271
	Registered Entity: Stondon Pty Ltd trading as Avon Waste
Provide your organisations contact details including phone contact, generic email address, postal and physical address;	Phone: 08 9641 1318
	Email: admin@avonwaste.com.au
	Postal Address: PO Box 8, York WA 6302
	Physical Address: 16 Ashworth Road, Daliak WA 6302
Provide details of the Respondents Contract Manager for this Contract and any Area Managers if applicable including full name, position title, phone number and email address;	Ashley Fisher, Contract Manager and Transition Manager ashley@avonwaste.com.au , 0417 933 322
	Jeremy Fisher, Transition Manager jeremy@avonwaste.com.au , 0428 411 529
	Sean Reynolds, Operations Manager operations@avonwaste.com.au 0407 127 455
	Mark Palumbo, Sales and Administration Manager sales@avonwaste.com.au 0428 932 919

Respondents to provide a minimum of two (2) referees, including the name, position, contact details and a description of the services provided. Describe the nature of the relationship and the relevance to this Request.

Referee 1: Greg Powell, for the Shire of Merredin	
Name and position	Greg Powell, Chief Executive Officer
Contact details	Email: ceo@merredin.wa.gov.au Phone: (08) 9041 1611
Description of services provided	Waste & Comingled Recycling Collection Services identical to this RFQ
Similarities to this contract	The work completed for the Shire for 22 years is identical to this RFQ.

Referee 2: Jeremy Edwards, for the Shire of Gingin

Name and position	Jeremy Edwards, CEO (Jeremy is now the CEO of East Pilbara)
Contact details	Email: ceo@eastpilbara.gov.wa.au Phone 0407 950 654
Description of services provided	Waste and recycling collection services, public place collections and frontlift services, rollout of 3,600 recycling bins across the Shire.
Similarities to this contract	Waste and recycling collection services in a rural environment. Implementation of a changes to kerbside waste collection services.

Referee 3: Carmen Sadleir, Shire of Northam

Name and position	Carmen Sadleir, Manager – Health and Environment
Contact details	Email: mgrhealth@northam.wa.gov.au Phone 0400 950 654
Description of services provided	Waste and recycling collection services, public place collections, general waste and bulk recycling frontlift services, landfill management, bulk verge collections, rollout of 6,000 recycling services across the Shire.
Similarities to this contract	Waste and recycling collection services for a large regional centre including commercial collection multiple times each week. Public place collections completed multiple times each week. Implementation of a changes to kerbside waste collection services.

Referee 4: Nic Warren, Shire of Yilgarn

Name and position	Nic Warren, Manager – Regulatory Services
Contact details	Email: mrs@yilgarn.wa.gov.au Phone (08) 9049 1001
Description of services provided	Waste and recycling collection services, public place collections, general waste and bulk recycling frontlift services.
Similarities to this contract	Waste and recycling collection services in a remote location.



SHIRE OF MERREDIN

REQUEST FOR QUOTATION
PROVISION OF WASTE & COMINGLED
RECYCLING COLLECTION SERVICES
RFQ NUMBER: VP141163

ATTACHMENT B - RISK ASSESSMENT

APRIL 2019

ATTACHMENT B – RISK ASSESSMENT

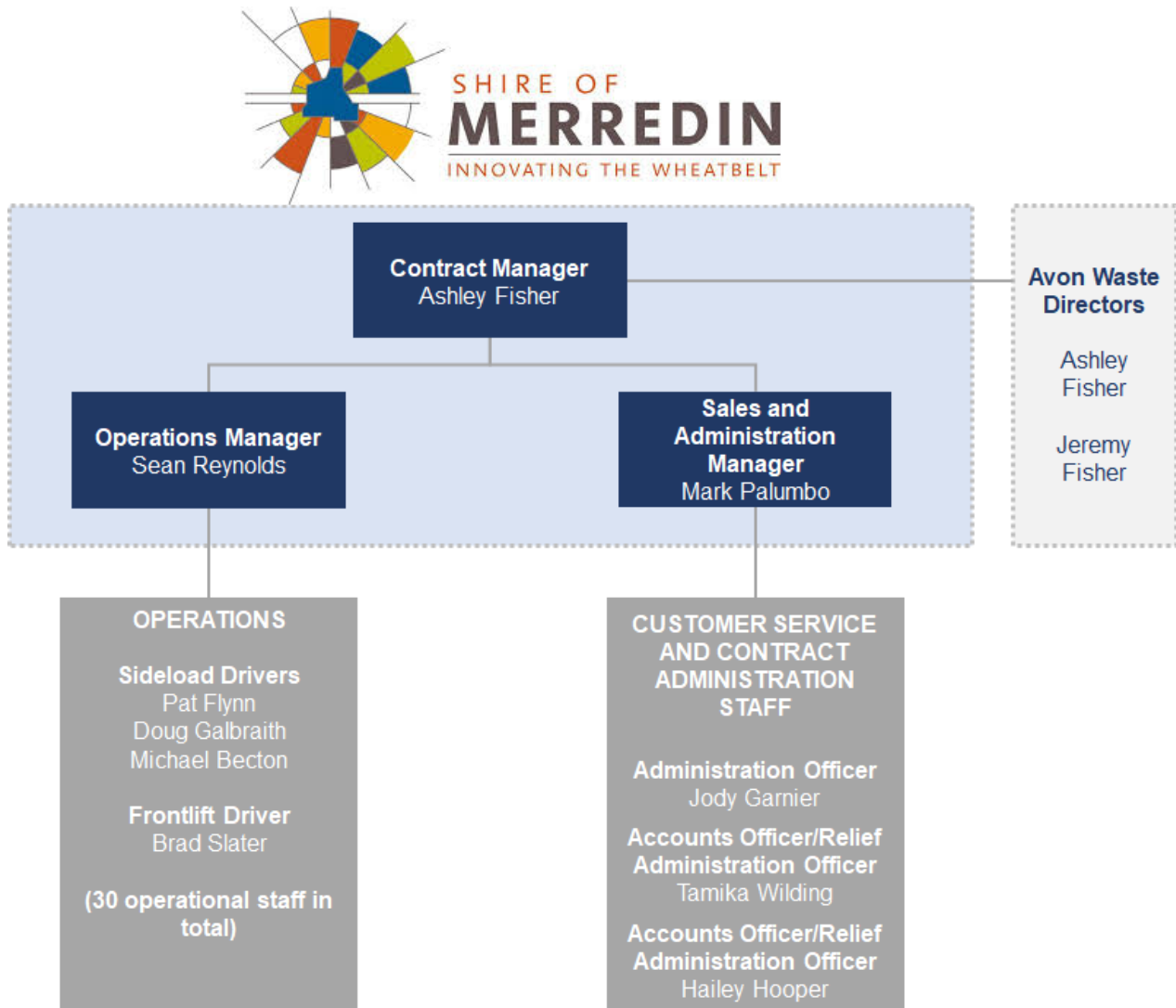
4.2.1f) Risk Assessment

Respondents must address the following information in an attachment and label it "Risk Assessment":

Description of Compliance Criteria	Yes/No	Notes from Avon Waste
An outline of your organisational structure inclusive of any branches and number of personnel;	Yes	Please see below/overleaf for organisational outline and personnel numbers
Are you acting as an agent for another party? If Yes, attach details (including name and address) of your principal;	No	
Do you intend to subcontract any of the Requirements? If Yes provide details of the subcontractor(s) including; the name, address and the number of people employed; and the Requirements that will be subcontracted;	No	Avon Waste will self-perform all waste and recycling collection activities
Will any actual or potential conflict of interest in the performance of your obligations under the Contract exist if you are awarded the Contract, or are any such conflicts of interest likely to arise during the Contract? If Yes, please supply in an attachment details of any actual or potential conflict of interest and the way in which any conflict will be dealt with;	No	Avon Waste is not aware of any actual or potential conflicts of interest.
Are you presently able to pay all your debts in full as and when they fall due;	Yes	
Are you currently engaged in litigation as a result of which you may be liable for \$50,000 or more? If Yes please provide details.	No	

AVON WASTE ORGANISATIONAL OUTLINE

Avon Waste has 40 staff members, all familiar with and experienced working with the Shire of Merredin. Our Organisation Chart is provided below.





SHIRE OF MERREDIN

REQUEST FOR QUOTATION
PROVISION OF WASTE & COMINGLED
RECYCLING COLLECTION SERVICES
RFQ NUMBER: VP141163

ATTACHMENT C – KEY PERSONNEL CVS

APRIL 2019

ASHLEY FISHER

Director



Benefit of Experience:

Ashley will bring to this contract his extensive operational and management experience in managing waste in regional areas. In addition, Ashley understands the requirements of local councils intimately, having been an elected member of Local Government with the Shire of York from 2006 to 2009.

Summary of Experience:

Ashley has 24 years' experience operating within the waste business, with extensive work experience in both operational and management roles.

Ashley started working in this company at the age of 17, on the back of a rubbish truck in Northam. With his brother, Jeremy, Ashley has developed both his operational and management skills to know every facet of the business today.

He is an exceptional operational manager, having guided and directed operations for 12 years after taking over management, with his brother Jeremy in 2006 from their parents. In order to concentrate on development of the business, Ashley has passed over the responsibilities of Chief Executive Officer but will continue to take an active role in the development and extension of the company.

Areas of Expertise:

- Management skills
- Sales
- Marketing
- Customer Service
- Logistics
- Business development and strategic planning

Qualifications and Professional Memberships:

- Member of Waste Management Association of Australia (WMAA) WA
- Certificate III in Waste Management
- Australian Institute of Company Directors (Director Development Program)

Work History:

2006 - Current	Chief Executive Officer and Company Director
	Avon Waste
1995 - 2006	Sideloader/ Frontloader Truck Driver, Road Sweeper Driver
	Avon Waste

Personal Interests:

Ashley enjoys off-road motorcycle racing, golf and is a keen musician.

JEREMY FISHER

Director



Benefit of Experience:

Jeremy will bring to this contract his extensive operational and management experience in managing waste in regional areas.

Summary of Experience:

Jeremy has 33 years hands-on experience operating within the waste business, with extensive work experience in both operational and management roles.

Jeremy began working in this company from the ground up, starting on the back of a rearloading truck when he was 15. Under the watchful guidance of his parents, Jeremy has developed both his operational and management skills to know every facet of the business today.

He is now an experienced and hands on operational manager, having guided and directed operations for seven years, taking over with his brother Ashley in 2006 from their parents.

Jeremy has worked extensively to increase our client base, especially with our frontlift business. He is also our “research and development” guru, working on improvements with existing equipment and developing new ideas to create efficiencies in our systems.

In order to concentrate on business development, Jeremy has resigned from his most recent position of Operations Manager but will continue to provide guidance in relation to fleet management and logistics.

Areas of Expertise:

- Management skills
- Sales
- Marketing
- Research and Development
- Customer Service
- Logistics
- Business development

Qualifications and Professional Memberships:

- Member of Waste Management Association of Australia (WMAA) WA

Work History:

1996 - current	Operations Manager and Company Director Avon Waste
1995 - 1996	Driller G and K Drilling
1986 - 1995	Sideloader/Frontloader Truck Driver, Road Sweeper Driver Avon Waste

Personal Interests:

Jeremy is a past President of the local Junior Football Club, has a keen interest in motorcycles and collecting vintage cars.



MARK PALUMBO

Sales and Administration Manager



Benefit of Experience:

Mark is currently employed on a full-time basis and has recently been promoted to Sales and Administration Manager. Mark is also responsible for managing the logistics of our frontlift bins, skip and hooklift bin services.

Summary of Experience:

Mark has 20 years' experience in sales in the retail sector and over 10 years' experience in the financial sector, making him a perfect fit for expanding our sales. He also has a HR license making him a very flexible member of our team.

Areas of Expertise:

- Management skills
- Sales
- Marketing
- Customer Service
- Logistics
- Business development

Qualifications and Professional Memberships:

- Member of Waste Management Association of Australia (WMAA) WA

Work History:

2016 - current	Sales Manager and Sales and Administration Manager Avon Waste
2001 - 2015	Store Manager Norm Reynolds Retrivation
1989 - 2000	Customer Service Manager Commonwealth Bank

Personal Interests:

Mark enjoys golf, basketball and bowls and is a life member of the York Football Club.

SEAN REYNOLDS

Operations Manager



Benefit of Experience:

Sean has been employed by Avon Waste for 11 years and has recently been promoted to Operations Manager. Sean will bring to this Contract his extensive operational experience in waste collection as well as significant experience in fleet management.

Summary of Experience:

Sean has 16 years' practical experience operation within the waste industry, with extensive work in operations roles. He moved into the waste industry by securing a position with Roads and Robinson, where he was employed as a truck driver collecting both refuse and recycling.

He has gained valuable knowledge of the operational requirements of Avon Waste and shows an aptitude for managing staff.

Sean's outstanding work ethic and positive attitude has seen him progress from Leading Hand to Fleet Manager to Operations Manager and he is a cornerstone of the Management team with Avon Waste.

Areas of Expertise:

- Management skills
- Customer Service
- Sales
- Logistics
- Business development
- Research and Development

Qualifications and Professional Memberships:

- Member of Waste Management Association of Australia (WMAA) WA

Work History:

2015 - current	Truck Driver Avon Waste
2014 - 2015	Machine Operator John Holland Rail Division
2006 - 2014	Truck Driver/Relief Truck Driver Avon Waste
1998 - 2006	Machine Operator John Holland Rail Division

Personal Interests:

Sean enjoys camping with his family.



SHIRE OF MERREDIN

REQUEST FOR QUOTATION
PROVISION OF WASTE & COMINGLED
RECYCLING COLLECTION SERVICES
RFQ NUMBER: VP141163

ATTACHMENT D - DRIVER POSITION DESCRIPTION

APRIL 2019

Avon Waste

JOB DESCRIPTION

1. IDENTIFYING DATA

POSITION TITLE: Side Loader/ Rear Loader Driver
DATE PREPARED: May 2018
LOCATION: York Depot
REPORTS TO: Operations Manager

2. PURPOSE OF THE POSITION

Provision of a waste removal service that meets the needs of the Shire of Merredin's waste management plan. The incumbent will be customer focused and ensure all work is carried out in an efficient and effective manner, providing support in both Domestic and Non Domestic areas of the Organisation.

3. SELECTION CRITERIA

Essential Qualifications, Licences or Certificates

- Current HR Class driver's licence (must be held at all times while in this position)

Desirable Qualifications, Licences or Certificates:

- First Aid Certificate

Essential Experience or Skills:

- Previous experience in a similar environment.
- Physically able to carry out manual handling duties

Desirable Experience or Skills:

- Thorough knowledge of Streets and Reserves throughout the Shire
- Mechanical aptitude
- Oral/written communication skills
- Able to operate a two-way radio
- Experience operating one arm side loader.

4. PERSONAL ATTRIBUTES

- Ability to work with minimum supervision
- Self motivated
- Able to work effectively in a small team
- Capable of providing flexibility in duties performed
- Must be punctual and reliable
- Driving attitude which is supportive and consistent with the distracted driver policy and other applicable guidelines

5. KEY CORPORATE RESPONSIBILITIES

5.1: Work Health and Safety	
Specific criteria to satisfy Corporate WHS responsibility	Specific Performance Measures
Comply and co-operate with WHS policies, procedures, instructions and safe systems of work.	<ul style="list-style-type: none"> • Demonstrates conformance to WHS policies, procedures, instructions and safe systems of work
Take reasonable care of their own and other person's health and safety.	<ul style="list-style-type: none"> • Demonstrates ability to reasonable care of own or other persons safety
Report work-related incidents, injuries and illness, hazards and, any unsafe behaviours or conditions.	<ul style="list-style-type: none"> • Demonstrates ability to report a work-related incident, injury, illness, hazard, and unsafe behaviours or conditions • Reports made in a timely manner as required
Access, use and maintain Personal Protective Equipment (PPE), as required.	<ul style="list-style-type: none"> • Correctly cleans, stores and maintains issued kit of PPE • Demonstrates correct use of PPE whilst carrying out work
Use and maintain the proper tools, equipment, chemicals and safe systems of work for the job.	<ul style="list-style-type: none"> • Correctly uses and maintains issued tools, equipment, • Demonstrates correct use of chemicals in work processes • Demonstrates conformance to safe systems of work
Maintain good housekeeping standards to keep work areas clean and tidy.	<ul style="list-style-type: none"> • Workshop areas are maintained to an acceptable standard • Work areas are left clean and tidy after required work is completed • Work vehicles used is clean and tidy
Follow instructions communicated by mandatory, prohibition, hazard, fire, and emergency signage.	<ul style="list-style-type: none"> • Ability to comply identify and comply with mandatory, prohibition, hazard, fire, and emergency signage
Follow requirements of safety data sheets (SDS) for chemicals.	<ul style="list-style-type: none"> • Ability to mange chemical in accordance with SDS requirements
Be security conscious, regarding property, records and personal belongings.	<ul style="list-style-type: none"> • Correctly secures work area to stop unauthorised entry • Removes key from plant to stop unauthorised use
Not intentionally or recklessly interfere with, or minimise anything provided in the interest of Worker health and safety.	<ul style="list-style-type: none"> • No records of intentionally or recklessly interfering with, or minimising anything provided in the interest of Worker health and safety
Participate in agreed work health and safety consultative and communication process.	<ul style="list-style-type: none"> • Attends and participates in Tool Box Meetings when required
Attend or participate in work health and safety training, inclusive of induction as required.	<ul style="list-style-type: none"> • Attends scheduled training when informed of need to attend • Informs Supervisor of inability to attend scheduled training at earliest possible opportunity

5.2: Workplace Behaviour, EEO Principles and Practices	
Specific duties to satisfy this responsibility <ul style="list-style-type: none"> Awareness of EEO Principles and practices 	Performance Measures <ul style="list-style-type: none"> All activities must comply with Council's Workplace Behaviour Guidelines (including undertaking of training). Be responsible to assist and cooperate in promoting a safe and healthy workplace in your Unit

5.3: Adherence to appropriate legislation and codes associated with the position	
Specific duties to satisfy this responsibility	Performance Measures
Knowledge of appropriate legislation and codes	Adherence to legislation and codes

5.4: Continuous Improvements	
Specific duties to satisfy this responsibility	Performance Measures
Identify obsolete and inefficient practices and recommend changes where appropriate.	New work practices are introduced as required in line with best practice in the industry.

5.5: Professional Conduct	
Specific duties to satisfy this responsibility	Performance Measures
Neat, tidy and well groomed presentation to work.	High level of personal hygiene and presentation.
Undertake all scheduled training.	Training attended as requested, programmed & scheduled

6. KEY POSITION RESPONSIBILITIES

6.A - Public Place Cleaning activities

6.1: Provide waste removal service for commercial and domestic services	
Specific duties to satisfy this responsibility	Performance Measures
<ul style="list-style-type: none"> Thorough servicing of street and park bins as per work schedules and detailed daily task listings specified by Supervisor. 	<ul style="list-style-type: none"> No instance of failure to carry out services as requested.

6.2: Provide waste removal service for street and park bins	
Specific duties to satisfy this responsibility	Performance Measures
<ul style="list-style-type: none"> Thorough servicing of street and park bins as per work schedules and detailed daily task listings specified by Supervisor. 	<ul style="list-style-type: none"> No instance of failure to carry out service as requested.
<ul style="list-style-type: none"> Report any problems with completing task, site defects, graffiti, vandalism and repairs to the Supervisor by end of shift. 	<ul style="list-style-type: none"> Timely reporting of all issues.

6.B – Professional Driver Obligations

6.3: Driver Obligation	
Specific duties to satisfy this responsibility	Performance Measures
<ul style="list-style-type: none"> Current relevant driver's licence must be held at all times. 	<ul style="list-style-type: none"> No instance of driving a vehicle without a current, appropriate class licence.
<ul style="list-style-type: none"> Obey all traffic rules and regulations. 	<ul style="list-style-type: none"> Breaches of traffic rules and regulations will invoke disciplinary action
<ul style="list-style-type: none"> Demonstrate courtesy to other road users 	<ul style="list-style-type: none"> No substantiated complaints on discourteous driving.
<ul style="list-style-type: none"> Assume responsibility for assigned vehicle for whole period vehicle is away from its garaged location. 	<ul style="list-style-type: none"> No substantiated reports lack of due care of assigned vehicle.
<ul style="list-style-type: none"> No unauthorised use of the vehicle 	<ul style="list-style-type: none"> No instance of unauthorised use.
<ul style="list-style-type: none"> No unauthorised passengers No more than two persons are permitted to be in the cabin of the vehicle at any time 	<ul style="list-style-type: none"> No instance of unauthorised passengers.
<ul style="list-style-type: none"> No persons are to be permitted to ride on the side or rear of the vehicle 	<ul style="list-style-type: none"> No instance of persons riding on side or rear of vehicle
<ul style="list-style-type: none"> Vehicle not to be left unattended on public roads or in public areas, out of sight of the driver. Vehicle to be locked when unattended. 	<ul style="list-style-type: none"> No instance of vehicle not being properly attended to.
<ul style="list-style-type: none"> Written reporting of all defects (including paint & panel damage) to Waste and Heavy Fleet Workshop supervisors by end of shift 	<ul style="list-style-type: none"> No instance of failure to report defects as per specified process
<ul style="list-style-type: none"> Prompt and accurate reporting of defects, breakdowns and / or motor vehicle accidents to Waste and Heavy Fleet Workshop supervisors as soon as practicable Driver must remain with the vehicle until the mechanic arrives or otherwise directed by the Heavy Fleet Workshop Supervisor 	<ul style="list-style-type: none"> No instance of failure to report accidents as per specified process No instance of failure to remain with vehicle, where possible
<ul style="list-style-type: none"> Drivers are to provide all practical assistance to mechanical staff attending breakdowns in the field. 	<ul style="list-style-type: none"> No instance of failure to render assistance where possible.
<ul style="list-style-type: none"> Drivers may only drive from the left-hand seat of the vehicle when servicing bins. Revolving beacons must be operational and as a general rule drivers must not exceed 20kph. 	<ul style="list-style-type: none"> No instance of driving from left hand seat contrary to prescribed instructions.

6.C – Vehicle Care and Presentation

6.4: Care and Presentation of Vehicles	
Specific duties to satisfy this responsibility	Performance Measures
<ul style="list-style-type: none">• Driver is responsible for ensuring vehicle cabin is clean, hygienic, undamaged and in a presentable state for next assigned driver.• Drivers must not place or fix any other signs or posters on the vehicle• No loose articles to be in the vehicle cabin• Drivers are to ensure that all passengers do not place their feet on dashboard or seats• At end of shift, clean the vehicle by hosing down the hopper and body of the vehicle to be free of debris, mud etc. The arm is to be hosed down and any debris is to be removed from the lifting mechanism.• First Aid Kits, Operators' Instructions and emergency triangles must be kept in the receptacles provided on the vehicle when not in use.	<ul style="list-style-type: none">• Vehicle clean and undamaged• No unauthorised signs, posters or stickers on vehicle• Absence of loose articles in cabin• No evidence of feet being placed on dashboard or seats• Hopper, body and retractable arm free of mud and debris• First aid kits, operator's instructions and emergency triangles stored appropriately

6. D – Route and Tipping Operations

6.5: Vehicle Operations	
Specific duties to satisfy this responsibility	Performance Measures
<ul style="list-style-type: none">• Each load must be tipped at the designated disposal facility as directed.• On the last load, ensure that the hopper area is free of waste material.	<ul style="list-style-type: none">• Loads tipped at appropriate facility as directed• Hopper clear
<ul style="list-style-type: none">• When tipping, the vehicle must be on level or near level ground and the driver must be in the vehicle's driver seat	<ul style="list-style-type: none">• No evidence of tipping on unlevel ground. No evidence of driver alighting vehicle
<ul style="list-style-type: none">• Vehicles are to be parked in their respective parking bays at end of shift.	<ul style="list-style-type: none">• Vehicles parked appropriately
<ul style="list-style-type: none">• Report all clinical waste encountered in collections (including syringes) to the supervisor on the day of the incident.	<ul style="list-style-type: none">• All encounters with clinical waste reported
<ul style="list-style-type: none">• Report all missed, spillage or incomplete services by end of shift.	<ul style="list-style-type: none">• Missed, incomplete services and spillages reported
<ul style="list-style-type: none">• Collection run must be carried out in the same order each collection day. Runs	<ul style="list-style-type: none">• Runs carried out correctly

cannot be varied without approval of the supervisor.	
--	--

6.E – Public Waste Collection

6.6: Provision of Waste Removal Services	
Specific duties to satisfy this responsibility	Performance Measures
<ul style="list-style-type: none"> • All public areas • Commercial properties • Inaccessible properties • Shire buildings • Undertake any other tasks as directed by the Supervisor • Must cover all runs as allocated by the Supervisor. 	<ul style="list-style-type: none"> • Meet standards and schedules • Meet standards and schedules • Meet standards and schedules • Meet standards and schedules • Tasks completed as per instruction • Runs completed as allocated by Supervisor

6.F - Domestic Waste Collection

6.7: Collection of Waste	
Specific duties to satisfy this responsibility	Performance Measures
<ul style="list-style-type: none"> • Service all mobile garbage bins (bins) as directed in daily allocation. 	<ul style="list-style-type: none"> • No instance of a failure to reasonably service bins assigned. • All work to be completed in a timely and efficient manner as to industry standards.
<ul style="list-style-type: none"> • Log service difficulties using the daily record form to supervisor at end of shift. 	<ul style="list-style-type: none"> • No instance of non-service of bins not brought to the supervisor's attention by end of shift.
<ul style="list-style-type: none"> • Bins tipped over and/or spilt to be stood upright, spilt material picked up and placed in the bin, prior to being serviced. 	<ul style="list-style-type: none"> • No complaints of waste material left spilled or bins not being serviced.
<ul style="list-style-type: none"> • Bins serviced to be left upright 	<ul style="list-style-type: none"> • No complaints of bins fallen over.
<ul style="list-style-type: none"> • Bins not to be left in driveways 	<ul style="list-style-type: none"> • No complaints of bins left in driveways.
<ul style="list-style-type: none"> • Complete daily activity sheets. 	<ul style="list-style-type: none"> • Accuracy of daily activity sheets
<ul style="list-style-type: none"> • Carry out minor bin repairs to lid, hinge pin, spacer and wheel replacement using tools and spare parts provided. 	<ul style="list-style-type: none"> • No instance of failure to proactively carry out minor bin repairs.
<ul style="list-style-type: none"> • Must cover all runs as allocated by the Supervisor 	<ul style="list-style-type: none"> • Runs completed as allocated by Supervisor

7. SPECIFIC CONDITIONS OF EMPLOYMENT

- Ability to successfully complete Avon Waste's driver assessment.
- Required to work in both the Domestic and Non Domestic side of business as directed by the Supervisor.
- Applicable penalties as worked.
- Business unit hours of operation are 4am to 5pm.

8. ORGANISATIONAL RELATIONSHIPS

Reports to:	Operations Manager
Subordinates:	NIL
Co-Ordinates with:	OTHER WASTE STAFF

9. AUTHORITIES

Not applicable

10. APPROVAL

.....
Approved by CEO (for new positions) Date

.....
Supervisor (signature) Date

.....
Incumbent (signature) Date



SHIRE OF MERREDIN

REQUEST FOR QUOTATION
PROVISION OF WASTE & COMINGLED
RECYCLING COLLECTION SERVICES
RFQ NUMBER: VP141163

ATTACHMENT E - SAMPLE FORTNIGHTLY REPORT TEMPLATE

APRIL 2019



Shire of Merredin Weekly Report 00/00/00 – 00/00/00

Bins Serviced

Service Area	Monday 00/00/00	Tuesday 00/00/00	Wednesday 00/00/00	Thursday 00/00/00	Friday 00/00/00	Saturday 00/00/00	Sunday 00/00/00

New Services

- *There were no new services this fortnight.*

Additional Services

- *There were no additional services this fortnight.*

Reduction in Services

- *There were no reduction in services this fortnight*

Bins Repaired

- *There were no bin repairs this fortnight.*

Replacement Bins Issued

- *There were no replacement bins issued this fortnight*

Bins missed

- *There were no missed bins this fortnight.*

Notices Issued

- *There were no notices issued this fortnight*

Complaints Received

- *There were no notices issued this fortnight*



Shire of Merredin Monthly KPI Report 00/00/00 – 00/00/00

Performance Benchmarks

<i>Performance Indicator</i>	<i>Measure</i>	<i>Target</i>	<i>Achievement</i>
<i>New Container/ repair/ replacement requests response time</i>	Response time for bin deliver/ repair/ replacement	100% within SEVEN (7) days of receipt of Request	
<i>Missed Services</i>	Number of missed services per month	Less than or equal to 5 per cent of service	
<i>Early Starts of Late Finish Complaints</i>	Number of early starts and late finish noise complaints per month	Less than or equal to 4 per month, no more than 2 per month in any one location	
<i>Response time to missed services</i>	Response time for collection of missed services	100% within 24 hours of the end of the day that they request was received or within the timeframe of the issued direction	
<i>Service Complaints</i>	Response time for complaint response	100% within THREE (3) business days	
<i>Maintenance</i>	Service records for each vehicle performing the service	Monthly	
<i>Refuse</i>	Breakdown of serviced areas and percentage Bin collections	Monthly	
<i>Recycling Commodities</i>	Weight Break of each Commodity, Destination of each commodity and average monthly pricing of each commodity	Monthly	
<i>Service Reporting</i>	Monthly reporting of Service KPIs	Within 7 business days of end of month	



SHIRE OF MERREDIN

REQUEST FOR QUOTATION
PROVISION OF WASTE & COMINGLED
RECYCLING COLLECTION SERVICES
RFQ NUMBER: VP141163

ATTACHMENT F - WORK HEALTH AND SAFETY POLICY

APRIL 2019

WORKPLACE HEALTH & SAFETY

We believe that a safe and secure workplace is important and we comply with workplace health and safety laws. If you do not comply with the rules and procedures, disciplinary action may be taken.

You will report to management as soon as possible any accidents, incidents or hazards arising during the course of your employment.

If you have any concerns in relation to your safety or the safety of others in the workplace, you are to report them to the safety officer or Manager who will take all practicable steps to provide and maintain a safe work environment.

Managers

Managers are responsible for all aspects of workplace health and safety including the following duties:-

- Providing and adopting a safe system of work.
- Providing adequate safety equipment.
- Implementing Avon Waste's workplace health and safety procedures.
- Training employees in safe operating procedures.
- Ensuring workplace health and safety equipment is provided and maintained.
- Insisting on safe and environmentally responsible work practices at all times.
- Assisting in the identification and preparation of work procedures.
- Reviewing workplace health and safety reports and inspections and initiating rectification where necessary.
- Participating in accident/incident investigations.
- Monitoring and reviewing compliance with procedures and working conditions on a continuing basis.
- Ensuring the workplace health and safety of each of Avon Waste's employees.
- Ensuring clients and contractors are not exposed to risks to their health and safety.
- Ensuring safe plans and equipment are used.
- Ensuring employees are competent to carry out the tasks requested of them.
- Ensuring sufficient employees are assigned to carry out the tasks safely.

- The induction of new employees and continued training of other employees under their control in relation to safe work methods and practices.
- Overall supervision of matters which could affect the health or safety of employees under their control.
- Assisting the investigation of near misses, hazards, accidents and injuries to ensure identification of hazards and correction of unsafe practices and methods.
- Compliance with appropriate legislation, codes of practice and Avon Waste policy.
- Actioning workplace health and safety reports and carrying out workplace inspections.
- Preparing and participating in workplace health and safety meetings and workplace health and safety programs.
- Leading by example and promoting workplace health and safety at every opportunity; and
- Supervising and ensuring compliance with safe work procedures.

Avon Waste's Workplace Health and Safety Coordinator

Avon Waste shall have appointed a Workplace Health and Safety Coordinator. Although responsibility is shared with the entire team at Avon Waste, the Workplace Health and Safety Coordinator, with assistance from the team is responsible for duties including:-

- Assisting Managers, to develop and implement Workplace Health Safety and Rehabilitation procedures.
- Communicating company safety performance to the Managing Director.
- Providing advice and assistance on WH&S to all employees.
- Participating in the planning and design stages of new activities or refits to ensure safety considerations.
- Monitoring WH&S legislative requirements.
- Monitoring compliance with safe work procedures.
- Co-ordinating rehabilitation for injured employees.
- Reviewing safety reports and inspections.
- Preparing and participating in safety meetings and programs.
- Facilitating safety training.
- Insisting on correct and safe practices at all times.
- Preparing and conducting safety inductions.
- Investigating and developing new WH&S initiatives.
- Conducting accident/incident investigations.
- Leading by example and promoting WH&S at every opportunity.

- Facilitating the maintenance of all records as required under the workplace health and safety legislation; and
- Participating in regular workplace inspections and audits and ensure that any improvements resulting from such an inspection/audits are actioned in the required time frame.

Employees

Employees' responsibility:-

- Working safely and observing all health and safety instructions from Managers, Avon Waste policies and procedures.
- Using safety devices and personal protective equipment as directed by their Manager.
- Maintaining safety devices and personal protective equipment in an operational and hygienic condition at all times.
- Promptly reporting to their Manager any work accident, injury or occupational health and safety problem.
- Reporting to their Manager any situation which the employee believes is a work hazard or an unsafe practice.
- The health and safety of fellow employees and non-employees at the workplace.
- Not wilfully or recklessly interfering with or misusing anything provided for workplace health and safety at the workplace.
- Not wilfully placing at risk the workplace health and safety of any person at the workplace; and
- Not wilfully injuring himself or herself.

If you have an accident, you are required to notify your Manager and then complete an Accident Form.

If you are injured at work, or travelling to or from work, you must notify your Manager as soon as possible. If there are medical expenses involved due to the injury or time lost from work, these costs may be recovered by Work Cover upon lodging a claim form. A doctor's certificate is required when Workers' Compensation is claimed.



SHIRE OF MERREDIN

REQUEST FOR QUOTATION
PROVISION OF WASTE & COMINGLED
RECYCLING COLLECTION SERVICES
RFQ NUMBER: VP141163

ATTACHMENT G - COMMUNICATIONS POLICY

APRIL 2019

COMMUNICATION

At Avon Waste, we value communication within the company to share relevant information that will allow the business to operate smoothly. Team members should check the job board on a daily basis as it is a vital tool for Avon Waste to communicate important messages to all employees.

From time to time, team members will need to communicate with colleagues and management to solve problems and work together. To do this in the most efficient way, you are expected to contact the most appropriate person in regard to your query or concern.

Contacting the correct person will ensure that issues are dealt with swiftly and correctly.

Please use the following examples as a guide on the best person to contact in individual situations.

Issue	Contact Person
Breakdown of Equipment Out of Hours Queries	Supervisor or Operations Manager
Scheduling of Leave – Operational Staff Logistics	Operations Manager
Scheduling of Leave – Administration Staff	Sales and Administration Manager
Payroll Enquiries and HR Issues	Chief Executive Officer
Bin Service Queries	Administration Assistant
Grievances	Your direct supervisor (who may be a Supervisor, the Operations Manager, the Sales and Administration Manager or the Chief Executive Officer). If your grievance isn't resolved with your direct supervisor, you should contact the Chief Executive Officer.

Issues should be communicated in a timely manner, and Avon Waste will endeavour to come to a solution as soon as possible.



SHIRE OF MERREDIN

REQUEST FOR QUOTATION
PROVISION OF WASTE & COMINGLED
RECYCLING COLLECTION SERVICES
RFQ NUMBER: VP141163

ATTACHMENT H - WORK METHOD STATEMENT RISK ASSESSMENT

APRIL 2019

Work Method Statement – Sideload Trucks



Work Method Statement – Risk Assessment Guide								
Likelihood		E Very Likely	F Likely	G Unlikely	H Very Unlikely	Step 1 – Consider the consequences.		
Consequence	A Kill	1	1	2	3	How severely could it hurt someone?		
	B Long term Illness	1	2	3	4	A. Kill or cause permanent disability of ill health. B. Long term illness of serious injury. C. Medical attention and several days off work. D. First aid needed.		
	C Medical Attention	2	3	4	5	Step 2 – Consider the likelihood.		
	D First Aid Needed	3	4	5	6	How likely is it to be that bad?		
Risk Level								
1. Extreme – Immediate action and controls required. 2. Extreme – Immediate action and controls 3. High – Action in timely manner. Response time and measures specified. WMS developed. 4. Low – Manage by routine procedures and controls. 5. Low – Manage by routine procedures and controls.				Hierarchy of Controls	Most effective To Least Effective	• Eliminate – Remove the risk/hazard • Substitute – Use a different process/substance/method to make safer • Engineer/Isolate – Ensure by design that likelihood and consequences are limited, isolate people from hazard • Administration – Use of policies, procedures, training and supervision • PPE – Use of PPE (reduces consequences only)		

Task/ Job Steps	Potential Hazards	Risk Rating	Control Measures
Site Induction	<ul style="list-style-type: none"> Hazard identification 	N/A	<ul style="list-style-type: none"> Conduct risk assessment of work area. Give site induction. Brief staff on relevant Work Method Statements. All persons operating this plant will be inducted and trained in the full operation of this unit. Drivers Daily Sheet (including pre-start checklist) to be filled in.
Pre-start Safety and Maintenance Checks	<ul style="list-style-type: none"> Personal injury and damage to machinery 	2	<ul style="list-style-type: none"> Operators are to conduct daily checks on all warning signs, Control Stations, Emergency Stop buttons, warning buzzers and hydraulic systems.
Start Sideload Collection	<ul style="list-style-type: none"> Traffic travelling to collection points 	2	<ul style="list-style-type: none"> Drive to road regulations and/or road/weather conditions.
	<ul style="list-style-type: none"> Manual Handling 	3	<ul style="list-style-type: none"> Work to manual tasks – collection vehicle operation guidelines (copy in each truck). Avoid twisting actions. Use safe lifting techniques. Do not attempt to move a bin that is too heavy. If this is the case, sticker the bin and advise the office. Care to be taken when entering and exiting the truck (use 3 points of contact).
	<ul style="list-style-type: none"> Entanglement in machinery 	3	<ul style="list-style-type: none"> Keep hands and arms away from moving parts. Do not wear loose fitting clothing when operating this vehicle.
	<ul style="list-style-type: none"> Persons being struck by traffic 	2	<ul style="list-style-type: none"> Extreme care to be taken when crossing roads, empty bins on the left hand side of the road where possible. Operate controls from the left hand side of the truck where possible. Do not exit the vehicle unless it is safe to do so. Use hazard lighting where possible. Use traffic triangles if necessary to alert traffic to your presence. Ensure correct PPE is worn.

			<ul style="list-style-type: none"> Care to be taken in foggy and wet conditions.
	<ul style="list-style-type: none"> Persons being struck by bin being emptied 	5	<ul style="list-style-type: none"> Stand well back and away to the left after bin has been picked up by the bin lifter to avoid being hit by the bin being lifted and lowered. Use automatic lifting wherever possible.
Emptying waste from the Sideload Truck	<ul style="list-style-type: none"> Persons being struck by truck 	2	<ul style="list-style-type: none"> Ensure that the reverse warning buzzer is working properly and no one is behind the truck. Check cameras/monitors for persons/hazards. If possible, use the landfill supervisor or recycle plant operator as a "spotter" whilst reversing to help the driver establish if there are any hazards at the rear of the truck.
	<ul style="list-style-type: none"> Persons being buried by waste 	2	<ul style="list-style-type: none"> The rear of the truck cannot be seen by the operator when operating the discharge controls so the spotter will tell the operator when it is clear to commence discharge.
	<ul style="list-style-type: none"> Being trapped and crushed inside hopper 		<ul style="list-style-type: none"> No one is to enter the hopper until the correct isolation procedure has been followed and safety arms have been installed as per truck manufacturers technical manual.
Hygiene	<ul style="list-style-type: none"> Contamination 	4	<ul style="list-style-type: none"> Ensure that doors are closed and not leaking during operations. Wear gloves. Wash hands properly after completion of the shift with antibacterial wash. Change clothes if bin fluids spill on yourself. Wash truck out properly at the York Depot or at an alternative approved wash down bay. Wash out and disinfect any bins that are too smelly during collection operation.
Post Operative Maintenance	<ul style="list-style-type: none"> Machine failure 	5	<ul style="list-style-type: none"> All post operative check and maintenance to be done as per individual compactor technical manual. Also see workshop schedules, checklists and Workshop Manager.

	<ul style="list-style-type: none">• Personal injury	4	<ul style="list-style-type: none">• Injuries can happen when a machine malfunctions due to lack of maintenance.
--	---	---	---

Work Method Statement Signoff			
Consultation with the following people:		Signature	Date
Name:	Position:		
Ashley Fisher	Managing Director		
Jeremy Fisher	Operations Manager		
Sean Reynolds	Workshop Manager		
Patrick Flynn	Sideload Driver		
Date for review:			
	Name:	Signature	Date
WMS prepared by:	Delys Sherry		
Managing Director Review	Ashley Fisher		



SHIRE OF MERREDIN

REQUEST FOR QUOTATION
PROVISION OF WASTE & COMINGLED
RECYCLING COLLECTION SERVICES
RFQ NUMBER: VP141163

ATTACHMENT I - CORPORATE SOCIAL RESPONSIBILITY POLICY

APRIL 2019

Our Approach

Corporate and Social Responsibility can be defined as the integration of business operations and values, whereby the interests of all stakeholders, be they customers, employees, the local community in which we operate or the environment surrounding us, are reflected in what we do and how we do it.

We are committed to:

- ✓ Acting in a socially responsible way.
- ✓ Continually monitoring and improving our performance to not just meet, but exceed legislative requirements.
- ✓ Empowering our staff so that they are mindful of their actions on the environment and the effect that they may have on the communities in which we operate.

Our Standards

At Avon Waste we aim for the following standards of business practice:

- ✓ We understand that Corporate & Social Responsibility covers all aspects of sustainability. Everything we do in our business operations has the opportunity to effect the community in which we operate.
- ✓ We observe all Laws governing our business and ensure that all our representatives comply with these laws
- ✓ Avon Waste expects high ethical standards of staff, contractors and anyone else who is acting on our behalf.
- ✓ We are an equal opportunity workplace and do not tolerate discrimination in any form.
- ✓ We undertake our business operations in conjunction with our Environmental Policy.

In summary, Avon Waste aims to be socially responsible and set an example to the community of a best practice business.

Authorised On Behalf of Avon Waste By:

A handwritten signature in blue ink, appearing to read "Ashley".

Ashley Fisher
Director

A handwritten signature in blue ink, appearing to read "Jeremy".

Jeremy Fisher
Director





SHIRE OF MERREDIN

REQUEST FOR QUOTATION
PROVISION OF WASTE & COMINGLED
RECYCLING COLLECTION SERVICES
RFQ NUMBER: VP141163

ATTACHMENT J - ENVIRONMENTAL POLICY

APRIL 2019

Environmental Policy Statement

Successful environmental management is dependant on recognising, and avoiding or minimising, environmental impacts. As a family owned and operated company that has origins in regional Western Australia we understand the importance of protecting and preserving the environment for individuals, communities and future generations to come.

As a company specialising in waste management we believe we are in a position to be able to provide services to effectively manage waste in an environmentally friendly and sustainable manner.

Effective environmental management is a core business objective for Avon Waste, essential to long term success. Avon Waste will comply with all relevant legislative requirements and commitments applicable to our operations, and where practicable, exceed these requirements.

In addition, Avon Waste is committed to achieving environmental management excellence through continuous improvement of our environmental performance in all phases of our operations.

Environmental Objectives

Avon Waste has identified the following environmental objectives:

- Zero significant environmental incidents during works
- Ensure all personnel and subcontractors clearly understand their environmental obligations and receive appropriate training to perform their duties in a competent manner.
- Comply with all relevant Federal, State and Local environmental requirements
- Comply with all relevant Australian, International and other recognised standards
- Provide information and educational resources on various environmental management strategies to individuals, companies and community groups
- Implement and maintain an effective recycling program

Authorised On Behalf of Avon Waste By:

A handwritten signature in blue ink, appearing to read "Ashley".

Ashley Fisher
Director

A handwritten signature in blue ink, appearing to read "Jeremy".

Jeremy Fisher
Director





SHIRE OF MERREDIN

REQUEST FOR QUOTATION
PROVISION OF WASTE & COMINGLED
RECYCLING COLLECTION SERVICES
RFQ NUMBER: VP141163

MAIN RESPONSE DOCUMENT

APRIL 2019

12 April 2019

Greg Powell
Chief Executive Officer
Shire of Merredin
PO Box 42
Merredin WA 6415
Submission via WALGA e-Quotes Portal

Dear Greg,



Avon Waste
ABN 50 009 034 271
ACN 009 034 271
16 Ashworth Road
Daliak WA 6302
W www.avonwaste.com.au
E admin@avonwaste.com.au
T 08 9641 1318

**Request for Quotation Provision of Waste and Comingled
Recycling Collection Services
RFQ VP141163**

Thank you for the opportunity to submit our quotation for the provision of Waste and Recycling Collection Services to the Shire of Merredin.

Waste and recycling services are essential in maintaining public health and protecting the environment. We understand that the Shire of Merredin must demonstrate effective use of public monies in managing waste and reducing waste contaminants by continually improved recycling processes. We also know that the provider must deliver a great service experience to Shire residents and promote responsible stewardship of waste and recycling in the community.

Every week since July 1997 Avon Waste has provided collection services to the Shire residents and business, servicing over 1,600 locations throughout the Shire. While we are proud of our service in the past, we are focused on future delivery for Merredin. Our renewed efforts will provide the most reliable and efficient service possible through continual innovation and improvement. Key benefits of our proposal are below.

Waste minimisation

Avon Waste works to directly contribute to the environmental improvement of the Merredin community through careful waste services including:

- **Improved recycling.** Through increasing participation rates, maximising recycled content and minimising contamination all contribute to diverting waste from landfill for the Shire of Merredin. We are proud to have introduced recycling collection across the Shire in 2008. In 2017/18 we helped the Shire to achieve a reduction of 16.5% for landfill waste. We will now work to improve recycling through additional education such as introducing a school's program to educate children and gain the benefit of their family influence on changing household habits.
- **Future initiatives.** Our commitment to reinforcing the habit of recycling will support any future introduction of organic or other recycling schemes. Having introduced successful recycling schemes with supporting educational and information programs in 26 Shires we are ideally positioned to implement any future initiatives.
- **Additional cardboard collection.** Avon Waste currently supplies cardboard recycling bins at the Chandler Road landfill site on a free of charge basis. To divert more cardboard from landfill, we propose that additional cardboard recycling bins will be made available. Placed at suitable collection points and with businesses throughout the Shire this enhanced service will be at no added cost.

***In 2017/18 we helped the
Shire to achieve a reduction
of 16.5% for landfill waste***

A discreet and convenient service

For the last 22 years Avon Waste has been collecting waste and recycling from the residents and business of the Shire. We will continue to work with the Shire to offer a service that is:

- **Reliable service for the community.** Week in week out we continue to provide a highly reliable service in both residential and commercial waste; a simple approach that we take pride delivering. Missed bins are a rare occurrence at less than 0.002%, achieving our goal that every bin presented is emptied.
- **Considerate across our operations.** Noise, spilt waste and vermin. Our drivers are encouraged to minimise noise in operation by not rushing to get to the next bin and carefully placing each bin back on the ground. Our vehicles are selected to be amongst the quietest collection trucks on the market. Our choice of compaction bodies eliminates waste being blown out of the collection hopper between bins. And our driver's care in replacing bins ensures they are left upright with the lid closed.
- **Minimal issues for the Shire.** Operating the way we do minimises complaints from residents and businesses. This means the Shire's staff are not burdened with following up on missed bins and spilt waste. With Avon Waste collection is never an issue, it just happens.

Our regular team of courteous, professional drivers and support staff will continue to provide this essential service for the duration of the proposed agreement.

Over the past 22 years we have continually delivered a reliable service meeting all KPIs with minimal complaints to the Shire.

Value add and Value for Money

Our drivers, customer support team and directors consistently look for opportunities to improve the quality and optimise services in terms of schedules, routes, bins, transfer arrangements and types of collections. These efficiencies are passed onto the Shire.

As this is an important contract for Avon Waste, we will continue to offer competitive pricing based on a real understanding of the service costs, with added value as follows:

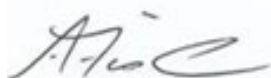
- Oversight by the Directors of the business who are always available to discuss issues or opportunities
- Low fixed overheads as we are a locally owned, small business, able to provide best value and keep all the benefits within Western Australia.
- A dedicated team of staff who have already provided services and understand the area, the routes, the Shire's policies, procedures and expectations.
- Transparent operations, clear reporting and KPI delivery.

We have the available, well maintained equipment, relationships with local facilities, a new depot in York and processes in place, Avon Waste will eliminate disruption to services during transition to the new contract.

In retaining Avon Waste to provide waste and comingled recycling services, the Shire can be assured not only of our continued efficient, discrete, reliable and considerate services but also our commitment to continual improvement. This will benefit the Shire, its community and the environment.

Please do not hesitate to get in touch on 0417 933 322 or 08 9641 1318 should you have any questions about our quotation or have any queries.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Ashley Fisher".

Ashley Fisher
Director

We offer competitive pricing, no transition and proven quality services

TABLE OF CONTENTS

RFQ SECTION 4 RESPONDENT'S OFFER

Offer Form

1. RFQ SECTION 4.2.1 COMPLIANCE CRITERIA

Compliance Matrix

2. RFQ SECTION 4.2.2 QUALITATIVE CRITERION A

A. Organisational Capabilities / Key Personnel / Relevant Skills and Experience

3. RFQ SECTION 4.2.2 QUALITATIVE CRITERION B

B. Respondent Performance / Operational Requirements / Strategy

4. RFQ SECTION 4.2.2 QUALITATIVE CRITERION C

Corporate Social Responsibility

5. RFQ Section 4.3 Pricing Information

Price Schedules

ATTACHMENTS

Attachment A – Respondents Profile

Attachment B – Risk Assessment

Attachment C – Key Personnel CVs

Attachment D – Driver Position Description

Attachment E – Sample Fortnightly Report Template

Attachment F – WHS Policy

Attachment G – Communications Policy

Attachment H – Work Method Statements

Attachment I – CSR Policy

Attachment J – Environmental Policy

RFQ SECTION 4.2.1 - COMPLIANCE SELECTION CRITERIA

Please select with a "Yes" or "No" whether you have complied with the following compliance criteria:

Description of Compliance Criteria	Compliance	Notes from Avon Waste
a) Respondents profile <i>Respondents must address the following information in an attachment and label it "Respondents profile":</i> <ul style="list-style-type: none"> Respondent to provide Australian Business Number (ABN) and registered entity name; Provide your organisations contact details including phone contact, generic email address, postal and physical address; Provide details of the Respondents Contract Manager for this Contract and any Area Managers if applicable including full name, position title, phone number and email address; Respondents to provide a minimum of two (2) referees, including the name, position, contact details and a description of the services provided. Describe the nature of the relationship and the relevance to this Request. 	Y / N	Please refer to Attachment A – Respondents Profile.
b) Specification <ul style="list-style-type: none"> Compliance with the Specification contained in the Request. 	Y / N	Avon Waste complies with the specification contained in the Request.
c) Quality Management <ul style="list-style-type: none"> Respondents to attach their Quality Management Plans including Policies and/or Procedures which cover quality assurance and quality control 	Y / N	Please refer to 5. RFQ Section 4.2.2 Qualitative Criterion A - Operations Management - Risk Management Program
d) Pricing <ul style="list-style-type: none"> Complete Pricing Schedule. 	Y / N	Please refer to 5. RFQ Section 4.3 Pricing Information.
e) Occupational Safety & Health <ul style="list-style-type: none"> Respondent to indicate if they have Safety & Health Management Plans, Policies and Procedures. 	Y / N	Please refer to Attachment F – WHS Policy.
f) Risk Assessment <i>Respondents must address the following information in an attachment and label it "Risk Assessment":</i> <ul style="list-style-type: none"> An outline of your organisational structure inclusive of any branches and number of personnel; Are you acting as an agent for another party? If Yes, attach details (including name and address) of your principal; Do you intend to subcontract any of the Requirements? If Yes provide details of the subcontractor(s) including; the name, address and the number of people employed; and the Requirements that will be subcontracted; Will any actual or potential conflict of interest in the performance of your obligations under the Contract exist if you are awarded the Contract, or are any such conflicts of interest likely to arise during the Contract? If Yes, please supply in an attachment details of any 	Y / N	Please refer to Attachment B – Risk Assessment.

Description of Compliance Criteria	Compliance	Notes from Avon Waste
<p><i>actual or potential conflict of interest and the way in which any conflict will be dealt with;</i></p> <ul style="list-style-type: none"> • <i>Are you presently able to pay all your debts in full as and when they fall due;</i> • <i>Are you currently engaged in litigation as a result of which you may be liable for \$50,000 or more? If Yes please provide details.</i> 		

4. RESPONDENT'S OFFER

4.1 Offer Form

I/We (Registered Entity Name): Stondon Pty Ltd Trading as Avon Waste

of 16 Ashworth Road, Daliak WA 6302
(REGISTERED STREET ADDRESS)

ABN: 50 009 034 271 ACN (if any): _____

Telephone No: 08 9641 1318 Facsimile No: 08 9641 2498

E-mail: admin@avonwaste.com.au

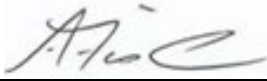
In response to Request for Quotation VP141163 Provision of Waste Collection Services and bin services.

~~I/We~~ agree that ~~I/We~~ are bound by, and will comply with this Request and its associated schedules, attachments, all in accordance with the Conditions contained in this Request signed and completed.

The responded price is valid up to ninety (90) calendar days from the date of the RFQ closing.

~~I/We~~ agree that there will be no cost payable by the Principal towards the preparation or submission of this Response irrespective of its outcome.

The consideration is as provided under the schedule of rates of prices in the prescribed format and submitted with this RFQ. Dated this 12th day of April 2019

Signature of authorised signatory of Respondent 

Name of authorised signatory (BLOCK LETTERS) ASHLEY FISHER

Position: DIRECTOR

Telephone Number: **(08) 9641 1318**

Authorised signatory postal address: **16 ASHWORTH ROAD, DALIAK WA 6302**

Email Address: ashley@avonwaste.com.au

RFQ SECTION 4.2.2 - QUALITATIVE CRITERIA

In determining the most advantageous response/s, the Evaluation Panel will score each Respondent against the following Qualitative Criteria. Each criterion will be weighted to indicate the relative degree of importance that the Principal places on the technical aspects of the services being procured. Respondents must note the following:

- a. All information relevant to your answers to each criterion are to be contained within your Response;*
- b. Respondents are to assume that the Evaluation Panel has no previous knowledge of your organisation, its activities or experience;*
- c. Respondents are to provide full details for any claims, statements or examples used to address the Qualitative Criteria; and*
- d. Respondents are to address each issue outlined within a Qualitative Criterion.;*

QUALITATIVE CRITERION A: ORGANISATIONAL CAPABILITIES / KEY PERSONNEL / RELEVANT SKILLS AND EXPERIENCE

Past Experience

- *Respondent to demonstrate recent experience with Contracts of similar size and scope with Local Government;*

BETTER WASTE MANAGEMENT FOR MERREDIN

Avon Waste is committed to providing better waste management and recycling collection. Our business culture is one of continuous improvement and is driven by the hands on approach of our leadership team. With extensive waste and recycling experience we strive to make our services and the Shire cleaner, greener and more sustainable.

For the last 22 years Avon Waste has delivered a highly reliable service in both residential and commercial waste for the Shire. We have delivered an exceptionally low missed bin rate of less than 0.02% which comes from our reliable collection services of over 43,000 bins each week. We have experience delivering every part of the service requirements in this RFQ so will see no issues delivering this contract. However, we will not rest on our existing work. We are always look for ways to improve services to the Shire.

Throughout our relationship with the Shire, we have continued to identify initiatives for general waste, recycling, bulk waste and the composting of organic waste. We regularly keep abreast of the latest initiatives in local government and waste management to identify improvement opportunities for the Shire. For example, in 2016 Avon Waste rolled out Frontlift bulk waste bins at no cost to the Shire to replace the plastic 1100ltr bins. The new bins were available in a wider range of sizes and are more sturdy than the previous bins.

In addition to our capability and experience in delivering the services, our customer services continues to be responsive, considerate and consistent. We make sure our drivers minimise noise through considerate collections, using the quietest collection trucks on the market, careful planning of services. Our quality services mean the Shire has very few complaints.

A WESTERN AUSTRALIAN BUSINESS

We are a Western Australian owned family business that has been operating successfully throughout Western Australia in the waste management arena for 39 years. Our expertise is in providing waste management services to local government clients, particularly regional councils.

All of our key management personnel are local to the state and the Wheatbelt region, and able to directly support our clients.

Understanding that we provide an essential service to the community is at the core of our business. Our company has a strong focus on ratepayers and the service we provide them, and instil this understanding in all staff. We believe this is a key difference to our large corporate competitors.

COMPLETE WASTE MANAGEMENT CAPABILITIES

Avon Waste has the resources and infrastructure to provide complete domestic and commercial waste management services, including:

- Urban, suburban and regional residential kerbside waste collection, including service and bin rollouts
- Urban, suburban and regional residential kerbside recycling implementation, collection and processing
- Commercial kerbside waste and recycling collection including front lift services for local businesses and resource industries
- Public street bin and compacting bin collections and waste services for public events
- Bulk verge and recycling collections
- Skip and hook bin collection
- Transfer station and outload facility management and operations
- Landfill management

The evolution of our waste management capabilities reflects the environmental improvements made in our society. Avon Waste promotes and is welcoming of better waste management schemes that support the reduce, reuse, recycle approach in minimising our environmental impact.

39 YEARS' EXPERIENCE SUPPORTING LOCAL GOVERNMENTS

Local government waste collection services are Avon Waste's core business. Through our 39 year history of service provision to regional local councils, Avon Waste has developed a strong capability to deliver efficient, reliable and flexible residential and commercial waste and recycling services over broad geographical areas.

We currently support 37 local councils over an area of approximately 120,000km², emptying over 43,000 kerbside bins per week, with the scope of our services including:

- Domestic waste collection
- Domestic recycling collection
- Bulk waste collection (including skip bin services)
- Street and park bin collection
- Promotion of better recycling and introduction of new collection schemes
- Waste receptacle repairs and maintenance
- Special event bin management
- Transfer station management
- Landfill management.

Over
43,000
*kerbside bins
emptied each week
for Local
Governments in
Western Australia*

We have provided details of contracts similar to the Principal's requirements in Table 1, demonstrating our experience and ability to provide superior service levels, value for money and positive ongoing contractual relationships.

Table 1 : Avon Waste's history of positive outcomes in contracts of similar complexity and scale.

Similar work/contract	Scope of services	Issues that arose and how they were managed
Shire of Gingin	<ul style="list-style-type: none"> Residential kerbside waste collection Residential kerbside recycling Commercial kerbside collection Commercial kerbside recycling Bin servicing Public place collections Frontlift services 	<p>Our experience with the Shire of Gingin Contract has revealed a low bin/hour ratio due to the spread out nature of the Shire. Whilst the Shire has high density towns such as Lancelin and Gingin, it also has many rural subdivisions which contain large housing block sizes. This spreads out the bins resulting in low bins/hour. It is a strong consideration when route planning to ensure a suitable allotment of time.</p>
Shire of Dandaragan	<ul style="list-style-type: none"> Residential kerbside waste collection Residential kerbside recycling Commercial kerbside collection Commercial kerbside recycling Bin servicing Public place collections Frontlift services 	<p>While we have undertaken collection services since 2004, Avon Waste is constantly aware of how large and unexpected spikes in visitors can occur at certain times of the year, significantly altering route planning.</p> <p>We have therefore developed flexible processes to deal with these spikes. Our local knowledge helps identify likely "hot spots" and our staff are trained to pay these areas special attention. Areas such as the Information Bay in Jurien Bay are well used sites with constant demand on the waste receptacles. Our drivers know to empty these bins every time they drive by as it is on the way to the waste management facility.</p> <p>These additional services and attention to detail are not provided as an additional charge to the Shire - they are a part of the pride our staff take in providing services for their home town.</p>
Shire of Chittering	<ul style="list-style-type: none"> Residential kerbside waste collection Residential kerbside recycling Commercial kerbside collection Commercial kerbside recycling Bin servicing Public place collections Frontlift services 	<p>A new waste collection service. This is a unique contract in that the Shire had not previously operated a waste collection service. This meant there was little information relating to property locations available. Despite having no historical routes to follow, we rolled out 3,800 bins in 4 days with a one final "mop up" day at the end.</p> <p>Further to that we identified an additional 20% of ratepayers than what was expected when the tender was first called. Despite this lack of prior knowledge, our team researched the area ahead of the rollout and were fully prepared. This resulted in our targets being exceeded and the collection services commenced as advertised.</p>
Shire of Northam	<ul style="list-style-type: none"> Residential kerbside waste collection Residential kerbside recycling Commercial kerbside collection 	<p>Northam is a regional hub for surrounding Shires and as such, has a large commercial sector as well as residential areas that require servicing. As part of the contract we have rolled out recycling services to 6000 properties</p> <p>We currently mobilise three side loading collection vehicles to collect the Northam bins three days per</p>

Similar work/contract	Scope of services	Issues that arose and how they were managed
	<ul style="list-style-type: none"> Commercial kerbside recycling Bin servicing Public place collections Frontlift services 	<p>week. We service public bins in the town of Northam three days per week.</p> <p>Also, the towns have local landfill sites resulting in a quick turnaround allowing higher bins per hour ratios than in Shires where large distances to landfills are required.</p> <p>Our landfill management contract with the Shire of Northam gives us valuable experience in this area. We would therefore have the necessary knowledge to maintain rural landfills if required.</p>
Shire of York	<ul style="list-style-type: none"> Residential kerbside waste collection Residential kerbside recycling Commercial kerbside collection Commercial kerbside recycling Bin servicing Public place collections Frontlift services 	<p>This is Avon Waste's original contract, resulting in 39 years of waste management services.</p> <p>Our knowledge of transfer station management is drawn from our contract with the Shire of York. We also provide kerbside collection services for the Shire of York.</p> <p>As collection vehicles are not always available on weekend when usage of the transfer stations is high, we have increased the static capacity of the bins at the site so large volumes of waste can be managed. This allows the facility to remain functional until collection vehicles arrive early in the week.</p>
Shire of Toodyay	<ul style="list-style-type: none"> Residential kerbside waste collection Residential kerbside recycling Commercial kerbside collection Commercial kerbside recycling Bin servicing Public place collections 	<p>Little accurate data existed to show the ratepayers paying for a service and no data regarding bin serial numbers versus house/lot numbers were provided by the outgoing Contractor. As such our initial focus was to empty all bins out for collection and investigate those suspected of putting out a bin but not paying for a service. In all cases where collections were not being paid for, we informed the resident of the situation (in conjunction with the Shire) and allowed them the opportunity to rectify the problem. Ratepayers would then be added to the rating system by the Shire and the service would continue.</p> <p>In the first year of the Contract, we added 437 residential properties to the service who were putting out a bin for collection but not paying for it. This was an increase of \$100,510 to the Shire's annual income simply by getting those using the service to pay for it.</p> <p>With this program we showed sound judgement and discretion with the ratepayers and most of all were patient in achieving the outcomes. In most cases the ratepayers were blissfully unaware they were not paying for the service and once made aware, accepted the charges. We were conscious not to just stop collecting the bin immediately as this can result in conflict with the resident as well as added health issues with full waste receptacles being left behind.</p>

Similar work/contract	Scope of services	Issues that arose and how they were managed
		In situations where multiple bins were left at a single location and ownership of these bins wasn't always clear, we applied a sticker allowing the resident to fill in relevant information. This then allowed us to check their service with the Shire to ensure it was legitimate.

Avon Waste has significant experience in providing the range of services required by the Principals, and our business has a specific focus on supporting regional councils their residents and the businesses within their Shires.

Our overall performance is demonstrated through the fact that 75% of our current contracts have been in place for over 10 years, with over 65% of contracts having been in place in excess of 20 years. As evidence of our ability to provide a consistently reliable and high quality service and to develop positive contractual relationships, a number of these contracts have been in place for over 25 years.

Implementing new waste collection schemes

New waste collection schemes have been successfully implemented across 26 regional shires by Avon Waste. Working with each Shire we have planned and coordinated the introduction of recycling services and seen positive take up by the communities. These include the Shires of Merredin, Northam, Toodyay, Chittering and the Shire of Dandaragan.

This practical experience and understanding of how to communicate change means we are ideally positioned to assist with future implementation of a THREE bin collection scheme. We know the success in implementing such schemes has a clear link to educating the consumer. This is one area that we seek to actively participate in to drive high adoption with low contamination.

26

***New recycling schemes
have been implemented
by Avon Waste.***



To demonstrate our competency, we have provided a matrix summary of the services we provide across regional Western Australia in Table 2. We have also included a testimonial from the Shire of Northam to confirm our experience and proven track record.



25 March 2019

TO WHOM IT MAY CONCERN

TESTIMONIAL – AVON WASTE, MUNICIPAL WASTE COLLECTION AND LANDFILL MANAGEMENT CONTRACTOR FOR THE SHIRE OF NORTHAM

It is with pleasure that I provide a Testimonial for the Municipal Waste Collection Services and Landfill Management being provided to the Shire of Northam by Stondon Pty Ltd, trading as Avon Waste.

Avon Waste was deemed the successful contractor for the Shire of Northam's Kerbside and Bulk Bin Waste Collection Services for a period 5 years with 2 one year options following a significant Tender process during 2011. Avon Waste has held contracts for waste collection services with the Shire of Northam for the past 34 years and has always provided exceptional customer service and value for money.

In my ten years of employment with the Shire of Northam, I have worked closely with Avon Waste and have found their business to be very professional, accurate and reliable. I have good working relationships with several of the Avon Wastes key staff, including Ashley Fisher (Company Director) and the administration staff. Whenever the Shire has resolved to add services such as Kerbside Recycling or the Regional Free Skip Bins to out of town and regional residents, Avon Waste has gone to great lengths to assist and is excellent at providing suitable solutions.

The Shire of Northam is made up of a large regional town with multiple outlying smaller towns, subdivisions and rural areas making the administration of the waste services extremely complicated. Avon Waste has never shied away from this challenge and the Shire of Northam is therefore able to have approximately 95% of residents on kerbside services, which is an achievement in itself.

Avon Waste utilise relatively young and well maintained machinery and vehicle fleet often equipped with gps and cameras which can be utilised to resolve any issues that can arise from resident queries such as bins being missed. This provides the Shire and residents with confidence in the service by making all parties accountable if any complaints are made. Avon Waste have assisted on many occasions when residents have made an error as they know good customer service is a reflection on their brand.

Avon Waste staff have proven themselves to be accommodating and professional, always solving any issues to our satisfaction.

I have no hesitation in submitting this Testimonial on behalf of the Shire of Northam for Avon Waste and would be only too happy to discuss any of the above details if required by telephone (08 9622 6131) or email (mgrhealth@northam.wa.gov.au).

Yours Faithfully



CARMEN SADLEIR
MANAGER HEALTH & ENVIRONMENT

ABN 42-826 617 380
395 Fitzgerald Street - PO Box 613, Northam WA 6401
T (08) 9622 6100 F (08) 9622 1910
E records@northam.wa.gov.au W www.northam.wa.gov.au

Table 2: Current Avon Waste contracts with local councils – strong experience, comprehensive service capabilities and longstanding relationships.

Council	Waste: dwellings serviced	Recycling: dwellings serviced	TYPE OF SERVICES PROVIDED								Served from
			Residential waste collection	Residential recycling collection	Street and compacting bin collection	Commercial waste kerbside collection	Commercial kerbside recycling collection	Bulk recycling collection	Bin repairs and servicing	Frontlift bin emptying	
Beverley	610	610	✓	✓		✓	✓	✓	✓	✓	Oct 87
Boddington	731	731	✓	✓	✓	✓	✓	✓	✓		Sep 89
Bruce Rock		400		✓			✓	✓	✓	✓	Oct 12
Chittering	1,978	1,978	✓	✓	✓	✓	✓	✓	✓		Sep 14
Coorow	854	854	✓	✓	✓	✓	✓	✓	✓	✓	Aug 14
Corrigin	568	568	✓	✓		✓	✓	✓	✓	✓	Jul 89
Dalwallinu	732	468	✓	✓	✓	✓	✓	✓	✓	✓	Jul 99
Dandaragan	2,120	2,120	✓	✓	✓	✓	✓	✓	✓	✓	Feb 04
Dowerin	301	294	✓	✓		✓	✓	✓	✓		Jul 93
Gingin	3,500	-	✓	✓	✓	✓	✓	✓	✓	✓	Feb 10
Goomalling	377	-	✓			✓			✓		Jul 97
Kellerberrin	578	-	✓		✓	✓		✓		✓	Jul 97
Kondinin	450	450	✓	✓	✓	✓	✓	✓	✓	✓	Jul 89
Koorda	267	267	✓	✓	✓	✓	✓	✓	✓		Mar 93
Kulin	269	269	✓	✓	✓	✓	✓	✓	✓	✓	Jul 89
Merredin	1,656	1,297	✓	✓	✓	✓	✓	✓	✓	✓	Jul 97
Mingenew	221	-	✓		✓				✓	✓	Aug 15
Morawa	469	-	✓		✓	✓			✓		Mar 18
Mt Marshall	244	204	✓	✓	✓	✓	✓	✓	✓		Mar 93

Council	Waste: dwellings serviced	Recycling: dwellings serviced	TYPE OF SERVICES PROVIDED								Serviced from
			Residential waste collection	Residential recycling collection	Street and compacting bin collection	Commercial waste kerbside collection	Commercial kerbside recycling collection	Bulk recycling collection	Bin repairs and servicing	Frontlift bin emptying	
Mukinbudin	260	248	✓	✓	✓	✓	✓	✓	✓		Mar 93
Narembeen	385	385	✓	✓	✓	✓	✓	✓	✓	✓	Sep 89
Northam	6,044	6,044	✓	✓	✓	✓	✓	✓	✓	✓	Nov 85
Nungarin	89	-	✓		✓	✓			✓		Jul 89
Perenjori	244	-	✓		✓	✓			✓		Mar 18
Quairading	450	450	✓	✓		✓	✓	✓	✓	✓	Sep 89
Tammin	156	-	✓			✓		✓	✓		Jul 89
Toodyay	1,679	1,679	✓	✓	✓	✓	✓	✓	✓		Oct 11
Trayning	200	200	✓	✓	✓	✓	✓		✓		Oct 95
Victoria Plains	272	96	✓	✓	✓	✓	✓	✓	✓		Aug 98
Wandering	71	71	✓	✓		✓	✓	✓	✓	✓	Sep 89
Westonia	69	-	✓			✓		✓	✓		May 96
Williams	310	310	✓	✓	✓	✓	✓	✓	✓	✓	Aug 88
Wongan-Ballidu	677	677	✓	✓	✓	✓	✓	✓	✓	✓	Mar 93
Wyalkatchem	333	-	✓		✓	✓		✓	✓	✓	Mar 93
Yilgarn	867	810	✓	✓	✓	✓	✓	✓	✓	✓	Mar 93
York	1,710	1,710	✓	✓	✓	✓	✓	✓	✓	✓	Jun 80
Total	30,141	23,190									

PERCENTAGE OF OPERATIONAL CAPACITY

- Respondent to highlight the percentage of operational capacity this Contract would represent providing detail of resource pool;

This contract would represent approximately 5% of Avon Waste's existing side load operational capacity and 10% of Frontlift capacity. Given this is current work, this will in no way be an issue for our resource pool. Conversely, it's renewal will continue to support our well qualified and experienced regional employees in providing quality services to the community.

Table 3

Resource	Total number available	Number required to support this contract	Days per week required	% of total resources
Waste Side load drivers	12	1	1.4	2.33%
Front lift drivers	4	1	2	10%
Recycling Side load drivers	8	1	1	2.5%

PROPOSED PERSONNEL FOR THIS CONTRACT

- Respondents to provide as a minimum information of proposed personnel to be allocated to this Contract, such as:
 - Their role in the performance of the Contract;
 - Qualifications, with particular emphasis on experience of personnel in Contracts of a similar size and scope;
 - Curricular vitae's;
 - Membership to any professional or business associations;
 - Any additional information.

Avon Waste's proposed team

The key personnel we will allocate to these services are shown in Figure 1 below.

All key management personnel are local to Western Australia and able to directly support the Principal and the provision of the required services.

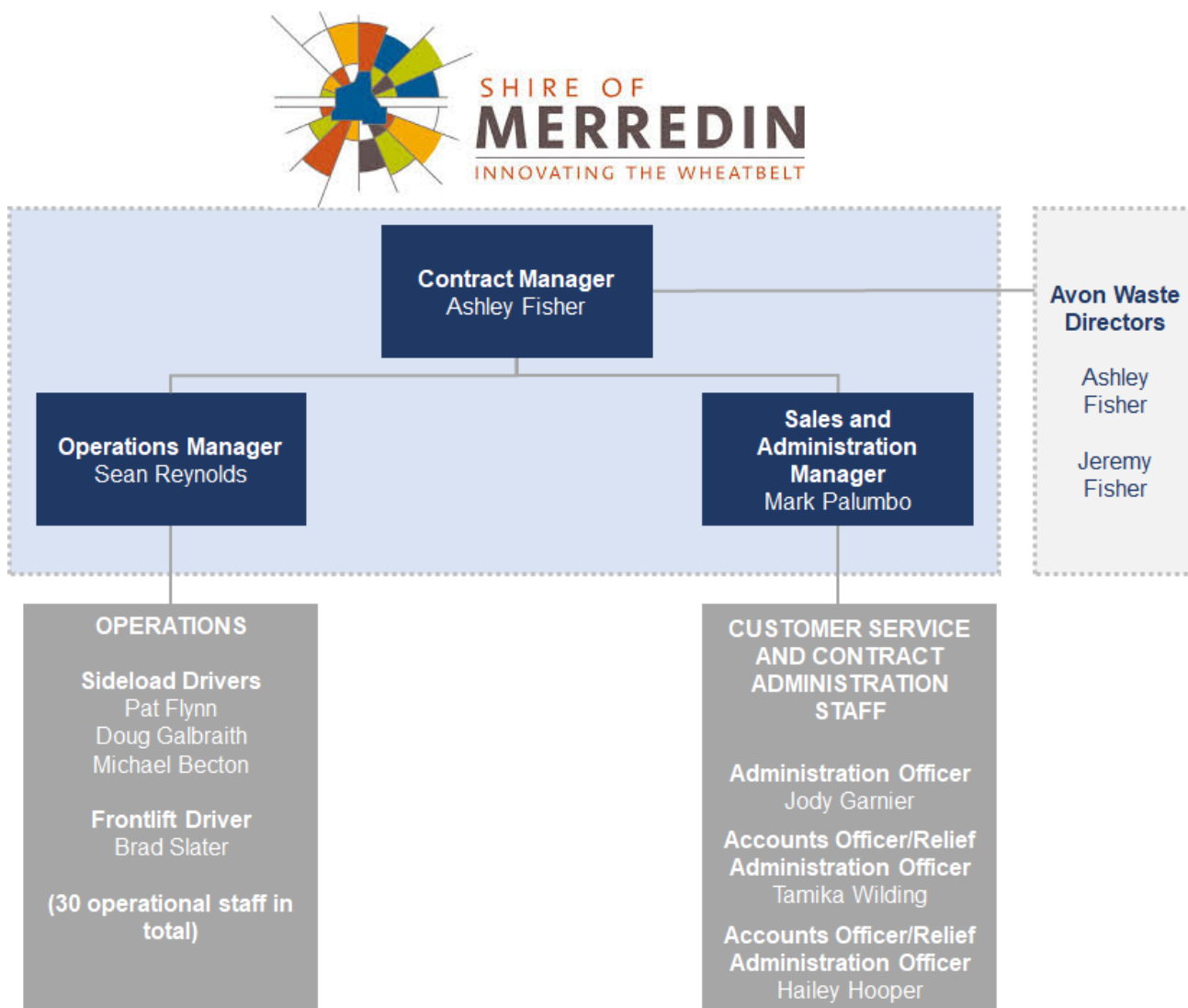


Figure 1 Avon Waste's Contract Team. All are Western Australia-based and committed to high quality, customer centric service.

Details our key personnel for this contract have been provided in the following table. We have 40 full time staff in total. Our key personnel currently work on the contract for the Shire of Merredin, are familiar with the area and every aspect of the scope of works. All of these staff are available and trained in servicing this contract. This means a low risk for the Shire.

Name	Position	Role/responsibilities for this contract	Membership and Qualifications	Personnel Profile	Additional information	Years working with the Shire of Merredin
MANAGEMENT TEAM						
Ashley Fisher	Director	Contract Manager Oversight, relationship management and guidance Transition – operations and recruitment	<ul style="list-style-type: none"> Waste Management Association of Australia (WA) Certificate III in Waste Management Member of the CEO Institute Current HR Class driver's licence 	Personal Profile provided below. CV included in Attachment C	Avon Waste will leverage Director's Ashley and Jeremy's expertise delivering this contract for 22 years. Ashley will act as contract manager and will personally ensure all contract requirements are delivered and ensure quality of service for the Shire.	22 years
Jeremy Fisher	Director	Oversight, relationship management and guidance Transition Management Transition – logistics and procurement	<ul style="list-style-type: none"> Waste Management Association of Australia (WA) Current HR Class driver's licence 	Personal Profile provided below. CV included in Attachment C		22 years
Mark Palumbo	Sales and Administration Manager	Customer support centre, contract administration, landfill management, recycling transfer	<ul style="list-style-type: none"> Waste Management Association of Australia (WA) Current HR Class driver's licence 	Personal Profile provided below. CV included in Attachment C	Mark will be responsible for supervising Administration staff through the transition and initial operational period.	2 years
Sean Reynolds	Operations Manager	Responsible for waste and recycling collections, maintenance and repairs, HSE	<ul style="list-style-type: none"> Waste Management Association of Australia (WA) Current HR Class driver's licence 	Personal Profile provided below. CV included in Attachment C	Sean will be responsible for the Supervisor	10 years

Name	Position	Role/responsibilities for this contract	Membership and Qualifications	Personnel Profile	Additional information	Years working with the Shire of Merredin
OPERATIONS						
Michael Becton	Side Load Driver	Side load driver – Monday	Current HR Class driver's licence	Please refer to Attachment D for a driver's position description.	Will continue operations as per the existing quality service provided.	6 months
Doug Galbraith	Side Load Driver	Side load driver – Thursday	Current HR Class driver's licence			2.5 years
Pat Flynn	Side Load Driver	Side Load driver – Thursday recycling	Current HR Class driver's licence			4 years
Brad Slater	Front Lift Driver	Front lift driver	Current HR Class driver's licence			4 years
CUSTOMER SERVICE AND CONTRACT ADMINISTRATION						
Jody Garnier	Administration Officer	Customer Service	Cert III in Hospitality	Personal Profile provided below.	Will be the frontline contact for all customer and Shire queries.	1 year
Tamika Wilding	Accounts Officer/Relief Administration Officer	Customer Service		Personal Profile provided below.	Will provide assistance in customer service queries as required.	4 years
Hayley Hooper	Accounts Officer/Relief Administration Officer	Customer Services/Accounts support and invoicing		Personal Profile provided below.	Will prepare invoices and support in customer service when required.	5 years
Tyhscha Cochrane	Finance Officer	Accounts/Human Resources/Customer Services support	Certificate IV in Financial Services	Personal Profile provided below.	Will help with human resourcing issues and support customer service when required.	Recently joined



Key personnel profiles

Management Team

Ashley Fisher, Director

Role in this contract

Contract Manager

Contract overview, relationship management and guidance

Contract Management - Transition

Professional memberships and qualifications

- Waste Management Association of Australia (WA)
- Australian Institute of Company Directors (Director Development Programme)
- Certificate III in Waste Management

Benefit of experience

Ashley will ensure that the Principal receive a smooth and timely transition into the new Contract, and that our operational and administrative functions exceed the Principal's expectations. Ashley's skill with training will ensure Avon Waste provides the Principal with a strong team that has clear direction and an understanding of the level of service expected.

Ashley has 24 years' experience operating within the waste business, with extensive work experience in both operational and management roles bringing to this contract his extensive operational and management experience in waste services. Ashley understands the requirements of local councils intimately, having been an elected member of Local Government with the Shire of York from 2006 to 2009.



Jeremy Fisher, Director

Role in this contract

Contract overview, relationship management and guidance

Logistics Management - Transition

Professional memberships and qualifications

Waste Management Association of Australia (WA)

Benefit of experience

Jeremy will be responsible for the initial logistics of the Principal's services, including the preparation of detailed mapping of the collection areas day by day for the Shire. This information forms the basis for continued driver training. He will also handle the transport logistics for vehicle and bin mobilisation to the York Depot.

Jeremy has 33 years hands-on experience operating within the waste business, with extensive work experience in both operational and management roles. He began working in Avon Waste from the ground up, starting on the back of a rear loading truck when he was 15. Jeremy has developed both his operational and management skills to know every facet of the business today. He is now an experienced and hands on operational manager, having guided and directed operations for twelve years.



Mark Palumbo, Sales and Administration Manager

Role in this contract

Ongoing Management of Customer Service Centre, Management of Bulk Waste Bins and Events

Professional memberships and qualifications

Waste Management Association of Australia (WA)

Benefit of experience

Mark has recently been promoted to Sales and Administration Manager. As such he is responsible for the ongoing management of our Customer Service Centre (CSC). Mark is also responsible for managing the logistics of our frontlift bins, skip and hooklift bin services

Mark has over 20 years' experience in the retail sector and over 10 years' experience in the banking industry. His attention to detail makes him an integral part of the Avon Waste team.



Sean Reynolds, Operations Manager

Role in this contract

Ongoing Operations Management

Professional memberships and qualifications

Waste Management Association of Australia (WA)

Benefit of experience

Sean has been employed by Avon Waste for 11 years and has recently been promoted to Operations Manager. Sean will bring to this Contract his extensive operational experience in waste collection as well as significant experience in fleet management.

Sean has 16 years' practical experience operation within the waste industry, with extensive work in operations roles. He moved into the waste industry by securing a position with Roads and Robinson, where he was employed as a truck driver collecting both waste and recycling.

He has gained valuable knowledge of the operational requirements of Avon Waste and shows an aptitude for managing staff.

Sean's outstanding work ethic and positive attitude has seen him progress from Leading Hand to Fleet Manager to Operations Manager and he is a cornerstone of the Management team with Avon Waste.

Sean is responsible for the management of the York Depot and the depot supervisor.



Customer Service and Administration Team

Our Customer Service Centre is staffed by an enthusiastic team who understand the concerns of residents in having effective waste and recycling services. Whether it's dealing with a missed bin, a broken lid or a query on how to dispose of an item our team will own the problem to resolution.

Jody Garnier, Administration Officer

Role in this contract

Customer Service

Professional memberships and qualifications

Cert 3 in Hospitality

Benefit of experience

Jody is our Frontline Administration Officer who answers pretty much 100% of the calls that come through to the Avon Waste office. Customer service is her forte and she prides herself on being able to solve problems for our customers and get things back on track for them. She has a great phone manner and loves to go the extra mile for people.



Tamika Wilding, Accounts Officer/Relief Administration Officer

Role in this contract

Customer Service

Benefit of experience

Tamika is responsible for our private customer accounts and also relief administration duties (having started with Avon Waste as an Administration Officer). If Jody is unavailable Tamika will be able to answer ratepayer queries and sort out any issues that arise. She is an efficient and proactive worker who likes to work out efficiencies whenever possible.



Hailey Hooper, Accounts Officer/Relief Administration Officer

Role in this contract

Customer Service and Invoicing

Benefit of experience

Hailey is responsible for our Shire customer accounts and also undertakes relief administration duties when required (having also commenced work with Avon Waste as an Administration Officer). Hailey will also be available to answer ratepayer queries and sort out any issues that arise including any queries relating to pricing and invoicing. She has great interpersonal skills and enjoys creating relationships with the Shire staff that she speaks with.



Tyhscha Cochrane, Finance Officer/Relief Administration Officer

Role in this contract

Human Resources and Customer Service

Professional memberships and qualifications

LGMA membership

Cert 4 Local Government

Accounting Municipal Law 1A and 1B

Benefit of experience

Tyhscha is responsible for all things finance and human resources related in our organisation and will also undertake relief administration duties when required. Tyhscha will support our Managers and Supervisors in the resolution of any issues that arise during Contract operation. Tyhscha was a great depth of experience in Local Government, having been employed in various roles at the Shire of York, including Deputy CEO.



Current Opportunity

- *Demonstrate your capability to add the Contract on offer through this Request to your existing portfolio and how you will ensure that a quality service is provided including how you will maintain existing service levels to your current clients.*

CONTINUED QUALITY SERVICES BY OUR CURRENT PORTFOLIO

As the incumbent service provider with the key personnel, equipment, systems and processes, track record and intimate knowledge of the scope work, Avon Waste has the proven capability to deliver this contract to the highest quality for the Shire of Merredin. We have consistently proven our ability to deliver high quality services in every aspect of our work over the past 22 years. We offer:

- Oversight by the Directors of the business who will ensure we continue to deliver consistent, safe, and quality services to the benefit of the Merredin community. This also means we can quickly escalate any issues to the decision makers in the business for unexpected occurrences.
- A dedicated team of staff who have already provided services and understand the area, the routes, the Shire's policies, procedures and expectations. Our staff know your team and have a good working relationship with them which means we can consistently collaborate to identify efficiencies and resolve issues quickly.
- Well maintained and fit for purpose equipment already delivering the service and meeting all of the Shire's specifications
- Transparent operations, through our experienced and hands on operations manager, clear reporting and KPI delivery
- Experience working across local councils across the region for 39 years across 37 local councils in the region.
- A track record with the Shire that has delivered or exceeded on your quality expectations year after year.

QUALITATIVE CRITERION B: RESPONDENT PERFORMANCE / OPERATIONAL REQUIREMENTS / STRATEGY

Respondents are to demonstrate an understanding of the Requirements of this Contract, by addressing how each of the following will be achieved:

- *The waste collection strategy/specification outline proposed in the Specification;*
- *Details of the proposed system for provision of a Customer Support, in particular efficiency, effectiveness and reporting systems;*
- *Quality and standard of work;*
- *Timeliness of work (productivity);*
- *Any other issues or matters that will maximise the net benefit of the Services to the Principal and community.*

The following should be addressed in response to the above criteria:

- *Strategy for Collection and Processing Services*
- *Waste and Recycling Collection Service (side lift);*
- *Reduction of noise during collection;*
- *Promotion of Waste separation and Recycling.*
- *Waste and Recycling Bins*
- *Maintenance strategy for bins;*
- *Record keeping procedure.*
- *Plant and Equipment*
- *Provision of Plant and Equipment;*
- *Plant and Equipment ownership (owned or leased);*
- *Handling procedure for vehicle breakdowns;*
- *Maintenance programs.*
- *System for Customer Support*
- *Operating logistics;*
- *Handling procedure of telephone enquiries from customers;*
- *Communications between the Respondent and the Principal's Officers;*
- *Notices/information procedure;*
- *Complaints resolution and recording.*

Risk Management Program

- *Strategy:*
- *Work policy and procedures;*
- *Staff training;*
- *Communication systems; and*
- *Emergency procedures.*
- *Monitoring procedure and staff performance.*

Strategy for Collection and Processing Services

GENERAL OPERATIONAL PLAN

Our strategy for the Shire is to ensure that we continue to provide dependable and discrete waste and recycling collections and look for innovation and improvement where possible. The basis of our strategy and operational plan is built on our existing proven service model that has provided waste collections for 22 years and comingled recycling collections since 2008.

Monday Collections

- Commercial 240l bin collections will be made by a sideload collection vehicle. This collection route will include the street and park bin collections throughout the Shire.
- Collections from the Muntadgin transfer station will be made by a front load vehicle. The same vehicle will also collect waste from commercial front lift bins in and around Merredin.
- Cardboard is collected on Monday with a front lifter.

Waste collected will be taken to the Chandler Road landfill facility. Empty vehicles are then able to make additional collections from adjacent Shires on their return to our York depot.

This means the Shire benefits from the proportional cost of the collection services from a full day's use of resources through our efficient use of drivers and vehicles.

Thursday Collections

- Each Thursday we will use one side load collection vehicle for the collection of commercial and residential waste.
- Each Thursday a second sideload vehicle will be used for the collection of commercial and residential comingled recycling.
- A front load vehicle will also be used for the collection of commercial front lift bins.

Recycling is transported to our York depot for consolidation and transfer to the SMRC Regional Resource Recovery Centre in Canning Vale. General waste is disposed of at Chandler Road, with empty vehicles again able to make additional collections from other Shires on their return to the depot.

Table 1 Weekly collections services for the Shire of Merredin

Waste and Comingled Recycling Collection Services	Monday	Thursday	Alternate Thursdays
Residential waste		Side load	
Residential comingled recycling			Side load
Muntadgin Waste transfer station	Front lift		
Commercial waste	Side load Front lift	Side load Front lift	
Commercial recycling		Front lift	Side load
Carboard collection	Front lift		

Work Location of Depot

All collection operations will be made from our York depot. This new purpose-built facility opened in 2018 and is designed to support the clean and efficient operation of waste and recycling management. This provides a permanent base for our employees with new amenities, a safe vehicle maintenance workshop and facilities for recycling management. The depot has been designed to minimise our environmental impact by incorporating energy efficient design, solar electricity generation and rainwater harvesting.

The depot has three sheds including:

- Shed 1: Office for the Operation Manager, workshop for parts, a crib room and staff facilities
- Shed 2: Provides repairs of bins and vehicles
- Shed 3: Bin Storage
- A wash bay sits between the sheds.



Figure 1 Permanent Depot Facilities. Avon Waste has invested in a new purpose-built energy efficient depot providing further flexibility and efficiency in waste and recycling services.

Location of Employees Conducting the Service

Our existing team based from our York depot will provide the services to the Shire of Merredin. This will provide continued permanent employment in fulltime roles for the four drivers that provide the Monday and Thursday collection services. Combining these collection routes with those of other Shires throughout the week means we retain regular staffing to support courteous and reliable collection services.

Support services and customer services will also continue to be provided from our York depot.

Contingency of Staffing for Leave

Interruptions or delays to collections can result in immediate negative feedback from the public to the Principal. Additionally, collection rounds in regional areas can involve vehicles operating over 300km from their Depots. Therefore, the Shire of Merredin requires a service partner who has the experience and capability to establish responsive and comprehensive contingency measures for when things don't go to plan. Because of Avon Waste's current logistical requirements, we already have a sound contingency model in place. We have relief staff available and Supervisor in York who can provide additional cover for all collection runs.

Personnel Contingencies – Relief Staff

Avon Waste currently provides three full-time relief drivers to support services for the Shire of Merredin. These relief drivers will receive in-the-field training for the services provided and collections scheduled to ensure we maintain a consistent level of service quality.

All Avon Waste drivers are trained in the safe operation of multiple vehicles so they can perform any task within the Scope of Works. Cross training increases our flexibility to manage any staffing issues, or to respond to additional service requirements. This approach is essential to continuous service provision.

Staff Allocation

Role	Monday	Thursday
Side load driver	1	2
Front load driver	1	1
Total	2	3

Local Vehicle Maintenance

Reliable vehicles support our collection services. While planned maintenance is undertaken in our depot, running repairs can require local suppliers to provide additional services as they are needed. Local repairs and supplies for our vehicles can be sourced through:

- Tyres - Tyeright Barrack Street Merredin
- Mechanical - Ross Diesel Service – Gamenya Avenue Merredin
- Fuel - Puma Merredin Roadhouse



WASTE AND RECYCLING COLLECTION SERVICE (SIDE LIFT)

We know that waste collection is a critical and highly visible service for residents and businesses, and we will continue to partner with the Shire to provide high quality, reliable service throughout the contract term.

We understand waste collection, facilities operation services and local government administration. Our company director, Ashley Fisher, has experience as an elected member of Local Government from 2006 to 2009 with the Shire of York. Through this experience, we recognise the importance of providing superior customer service to ensure ratepayers, council officers and elected members are more than satisfied with our performance.

Regular Collections

Having provided kerbside collections to the Shire for 22 years we understand the optimal collection routes, property locations and local idiosyncrasies. However with every new contract we cannot assume that services are to remain the same and we are keen to explore how we can do better.

The pattern of regular collections on Thursdays and Mondays is familiar to the residents and businesses of the Shire. Maintaining this consistency and the timing of services within the day will continue to provide certainty in service delivery and efficiency in our collection routes. Although we have optimised the collections over this extended period we are aware that there may be a changes within the community that may require us to alter the collection routes. We will work with the Shire of Merredin to discuss the best integration of any changes so that they can be promptly implemented.

All of our existing collection routes are mapped in our GPS system. This data is used to track the progress of all our collection vehicles and provide alerts for any potentially missed areas or streets. These alerts enable our drivers to quickly retrace their route and service any bins that have been missed, ensuring that every bin presented is emptied.

The GPS data also include locations of services such as hospitals and schools where additional care is needed or collection timing may need to be varied to avoid congestion.

Our existing drivers will continue to perform their roles post award of the new Contract. The current collection routes have proven to be an efficient way to perform the collections and are based on many years of experience.

Upon commencement of the Contract, areas will be collected as per the agreed boundaries and the general waste will be transferred to the nominated Landfill Facilities. For the Shire of Merredin, this would be the Chandler Road Landfill Facility. Recycling material will be transported back to the Avon Waste Recycling outloading facility ahead of being transported to the SMRC Regional Resource Recovery Centre.

In addition to this, each year, we would discuss the promotional material to be included with the rates notices with the Principal and organise as appropriate. Further information is provided in our Community Education program information.

*An exceptionally low
missed bin rate of less than*

0.02%

*comes from our reliable
collection services of over
43,000 bins each week.*

DATE	Missed bins
25/1/19 – 31/1/19	3
1/2/19 – 7/2/19	6
8/2/19 – 14/2/19	3
15/2/19 – 21/2/19	3
22/2/19 – 28/2/19	9
1/3/19 – 7/3/19	5
8/3/19 – 14/3/19	4
15/3/19 – 21/3/19	11

Recycling Options

The continual desire to minimise waste drives our investigation of viable recycling strategies that recover recyclables and biodegradables for reuse. 2019 has seen a decrease in waste collected (approximately 1%)

and an increase in recycling (approximately 2.2 %). Current and emerging recycling schemes that can be investigated and introduced are detailed below.

Domestic Recycling

Organics Recycling. We are supportive of green waste recovery, both garden organics and kitchen organics. We have access to a composting facility near to our York depot. This may allow for a cost effective green waste (FOGO) bin to be introduced in the future.

Having introduced kerbside recycling throughout the Shire in 2008, and to multiple other Shires, Avon Waste retains the experience to support new recycling options as required. This includes extensive resident support and education maximising the uptake and effectiveness of new recycling schemes.

Commercial Recycling

We aim to increase the cardboard recycling in the town by providing additional cardboard bins in locations agreeable to the Shire. This will allow business and residents to dispose of more cardboard, free of charge, and reduce the product from entering landfill.

Central Point Collection – Muntadgin

Bulk bins are provided to the central collection point on Hoopers Road in Muntadgin. The current 4m³ bulk bins were introduced by Avon Waste in 2016. This style of bin was chosen for its capacity and ease of use for ratepayers. Given the site is un-manned a simple and effective bin was required. The dome lid makes opening and closing the lid a very safe operation reducing the risk of claim to Avon Waste and the Shire of Merredin. This is also a more a cost effective solution for the Shire.

Kerbside Rural Service Collection

Avon Waste currently collects from a number of rural properties located on the direct routes to Hines Hill, Nangeenan, Burracoppin and Muntadgin. In servicing these bins we are conscious of the potential for waste to be unintentionally distributed by blowing out of collection vehicles. Our selection of vehicles eliminates this risk by ensuring that side load hoppers are emptied into the compaction body as part of each bin lifting process.

Occasional Bulk Waste Collection

Verge Collections

As the provision of traditional verge collection service is occasional for the Shire of Merredin, Avon Waste will engage a D&M Waste Management (DMWM) as a subcontractor to ensure this service is cost effective.

Bulk waste management is a core service of DMWM, and they have 20 years' experience providing this service to local councils, including the City of Rockingham, City of Kwinana and City of Subiaco.

Avon Waste will mobilise DMWM for the required collection periods, to be confirmed with the Shire, each year. DMWM possess a fleet of reliable plant and equipment for the specific purpose of bulk waste collection, and have methodologies in place to ensure the safe, clean and efficient delivery of these services.

Our plan would be to mobilise DMWM to the area for the required time frame. They would undertake the project using their fit for purpose equipment and proven collection methodology. DMWM will also supply

reports detailing tonnage collected, time taken, collection percentages by the hour, non-conforming items and number of participants of verge collections.

Arranged Collections

An alternative to bulk verge collection service is the use of front lift bins. This would involve providing a number of 3.0m³ or 4.5m³ front lift bins which are available for residents to book for a week at a time. Each week these bins are emptied by the front lift truck and moved to the next location. Every resident would be entitled to have a bins for one week every financial year.

Avon Waste's Customer Service Centre would co-ordinate booking of this service and would report the property details to the Shire within an agreed timeframe.

Benefits of this System

- **Flexibility in timing** – providing some choice for residents as to when the service is available.
- **Containment of waste** – all waste goes directly into a bin reducing litter from being blown around or waste being moved by other parties.
- **Service aesthetics** – all waste is contained in bins rather than out on the verge.
- **Easier to limit use** – each ratepayer would be entitled to a set number of bins per financial year.
- **Simple system** – clear definition of what can be disposed of in the bins.
- **Streaming of waste** – an ability to sperate waste with different bins.

A Proven System for Regional Councils

Avon Waste has provided kerbside bulk waste collections in the Shires of Northam and York for over 10 years, with Front Lift Verge Bin system working extremely well in both locations.

The success of the system was evidenced when the then Shire of Northam CEO Don Burnett moved to the City of Kalgoorlie-Boulder. Recognising that the City didn't have a bulk verge collection, he implemented the Front lift Verge Bin system, which is still in use today.



Figure 2 A simple and effective bulk waste system. The front lift verge bin service mitigates common issues with bulk waste collections, and is simply implemented with existing equipment.

Special Event Services

Our Sales and Administration Manager has Events as part of his portfolio. He works with local contacts and organisations to provide the best method of waste collection and appropriate strategies to minimise waste and contamination. We will work on strategies to improve behaviour in these situations. Doing the right thing at Events and Festivals has to be easy for the public and we aim to make good decisions the natural choice.

We understand that we would be required from time to time to provide extra bins that been requested for these events. Upon receiving notification, we would ensure that we are fully aware of the Shire's requirements in order to provide the best possible service for the event. We have serviced many large and small occasions and realise how important waste management is to the success of the event.

In consultation with Shire's staff, we would schedule delivery and ensure that a collection occurs as soon as is practicable after the event ends, to ensure the waste is dealt with as soon as possible. The bins would then be removed promptly. We often donate these services to various causes as part of our contribution to the community.

Avon Waste has provided the Merredin Show with waste facilities for each of the last four years.

*Avon Waste has supported the
Merredin Show in each of the
last four years*



[Click here](#) to learn more about our high cardboard recycling standards.

Link: <https://www.youtube.com/watch?v=ozvnc096jME>

Aged Care and Disabled Services

We currently provide "assisted services" to aged and disabled residents across many of the Shires that we service. Where a resident is unable to present their bin to the kerb due to disability or frailty our drivers will provide assistance. Our driver will exit the vehicle to collect the bins from the property, empty and return them to the same position and orientation, ensuring that the lids are closed. Any doors or gates will be secured after the bins have been emptied.

Where these services are required we maintain a register so drivers are aware of which properties need assistance. To assist in identification we have in many cases provided different coloured bins.

Public Street Litter Bins

Public litter bins located on streets and within parks will continue to be emptied as part of our Monday collection services.

Doggy bag dispensers

Avon Waste can replenish the bags in doggy bag dispensers as an extension of the Public Street Litter bin service. Drivers can check and replace these bags throughout the bin collection round. We anticipate that many of these would be in areas where public bins are located, however where dog bag dispensers are isolated, we will add them into the collection round.

Contingencies for collection rounds

Avon Waste ensures all drivers are properly trained and skilled to provide professional customer service and resolve problems on the road. This includes development of the needs of the communities they service, including residents who require special assistance, and when and where collection services can pose a safety hazard to the public. These driver capabilities ensure that we provide a high level of service directly to the public, minimising complaints and maximising end user satisfaction for the benefit of the Principal.

If there are any issues during an ordinary collection, our drivers will attempt to provide a solution on the spot. If necessary, our Customer Service Centre and management team can provide remote support, but our goal is to service a bin foremost, then ensure the problem is solved with liaison between the Principal and the Ratepayer. This is especially important for remote communities where a collection vehicle may not be anywhere near the area for another week. Our allocation of plant and equipment for this Contract will result in some spare capacity for the area. This will ensure available plant is readily available should it be required. Our Supervisor can also provide additional capacity for collection rounds or bin delivery if required.

REDUCTION OF NOISE DURING COLLECTION

Driver education

All our drivers are responsible for the courteous operation of collection vehicles including the reduction of noise. We encourage and incentivise our drivers to take care in replacing bins and reducing noise, as all are tasked with replacing any bins that are knocked over and closing lids that are open. The consequential use of driver's time taken in stopping their vehicle, parking safely, returning the bin with its lid closed and picking up any waste spillage, is positive reinforcement in the quality of collections.

***Zero complaints received on
our drivers or services in the
Shire in the last 12 months***

Operations

The current collection routes have been fine-tuned over the 22 years that Avon Waste has provided collection services in the Shire. Our routes have been devised to be considerate of residents and not conducting collections too early in the morning with collections typically starting at around 6am. We make collections in the outlying areas and the CBD and parks first so that collections minimise early residential noise.

We are also closely watching the progress of the All Electric Trucks that Volvo are trialling in the Waste sector in Europe. Whilst still in their early development stages, this technology will deliver a much quieter and more environmentally friendly truck. We are excited about these trucks becoming available in Australia and would look to introduce them into our fleet if beneficial.

Technology

The operations of waste and recycling collections can at times be a noisy operation and seen as an inconvenience to ratepayers. We are mindful of this and explore all available options to minimise our impact on the community.

We also continue to develop and expand our GPS capabilities to deliver more reports to the Shires for other issue other than bin collections. As identified in the RFQ, waste collection drivers are another set of eyes on the street that can report issues from pot holes to graffiti. We are also looking to introduce alerts should the

driver miss a street for some reason. The GPS would identify this issue and alert the driver before he left a defined area. This would assist in making sure the collection is done perfectly the first time and reduce the human element that can on occasion see a street missed.

PROMOTION OF WASTE SEPARATION AND RECYCLING

Improved understanding by residents has a direct impact on reducing contaminants in recycling and the maximising the quantity of recyclable material recovered.

We work with our local government clients to promote the effective use of recycling services to reduce the quantity of material sent to landfill. The July 2017 introduction of kerbside comingled recycling to the residents of the Shire of Gingin was supported by an extensive education and communication program resulting in a highly successful take up of recycling. This included a number of elements that are useful in the promotion of recycling and in improving recycling performance in existing schemes.

Resource Recovery Calendar

A simple resource recovery calendar can be included with each year's rates notices. Providing residents with their calendar for fortnightly recycling collections and tips and suggestions on what to, and what not to recycle. Example pages from the 2018/2019 Shire of Gingin calendar are illustrate in Figure 3 and Figure 4.

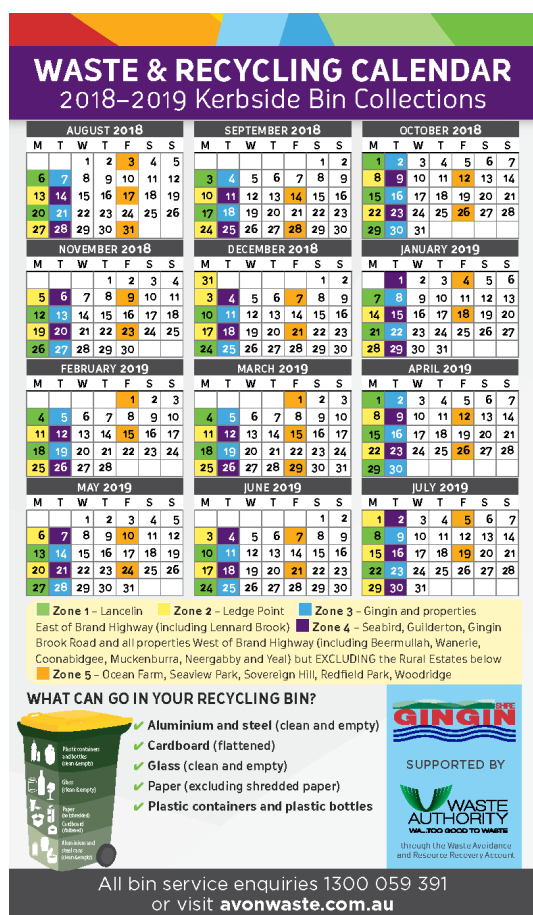


Figure 3 Reinforcing the recycling message. Annual recycling calendars can provide residents with reminders on when, and advice on what and what not to recycle.

Waste & Recycling Guide: A – J

(INFORMATION CORRECT AS AT AUGUST 2018)

PLEASE PUT IT IN THE RIGHT BIN!

1 Yellow-topped bin items Containers, tins, paper, and cardboard	
2 Red-topped bin items General waste	
3 Waste management facility Bulk, hazardous & construction materials	
4 Community service items Donatable goods & alternative recycling options	

A

- 3 Aerosol cans (HHW)
- 1 Aluminium cans
- 3 Auto batteries – wet cell only

B

- 2 Band-Aids
- 2 Baskets
- 1 Beer bottles
- 1 Beer cartons
- 4 Blankets
- 4 Books
- 1 Bottles (plastic & glass)
- 3 Bricks (C&D)
- 3 Building materials/ waste (C&D)
- 3 Bulky items

C

- 1 Cardboard (boxes & other types)
- 2 Cassette tapes (audio & video)

E

- 1 Egg Cartons
- 4 Electrical appliances
- 1 Envelopes
- 3 E-waste

F


- 3 Flooring
- 2 Fly tape
- 2 Foam boxes
- 2 Foam meat trays
- 1 Food cans (rinsed)
- 1 Fruit juice cartons (not silver lined)
- 4 Furniture (fixed)
- 3 Furniture (broken)

G

- 3 Garden waste (large)
- 2 Garden waste (small prunings and grass clippings)
- 3 Garden hose
- 3 Gas cylinders
- 2 Glad wrap

1 Cereal boxes (remove bag)	1 Glass bottles & jars
4 Clothing/shoes	1 Glossy magazines/ brochures
1 Coffee jars & cans	
4 Computer components/ accessories	3 Hosepipe (garden hose)
1 Computer paper (not shredded)	3 Household goods
3 Concrete	
2 Cooking fat	
2 Cork	
2 Cotton wool	
2 Cotton wool buds	
4 Cups & saucers	
2 Cutlery (other)	
2 Cutlery (plastic)	
3 Dirt & soil	
2 Disposable nappies	
1 Drink cans	

Nappies don't belong in your recycling bin



Put them in your general waste bin

WASTE & RECYCLING GUIDE: A – J

Figure 4 Reducing contamination. Recycling calendars provide visual tips to improve recycling and reduce contamination.

School based and Community education programs

Public education – ‘Recycle Right’ program

Avon Waste are committed to supporting effective recycling in the Merredin region by providing comprehensive public education. Across other regions we partner with “Recycle Right” and we are keen to understand how we can work with the Shire to integrate this with any current education programs in use.

Recycle Right is a comprehensive multi-faceted community education program that can provide residents with all the information they need to ensure that household and non-household items are recovered correctly. The program is suited to educate and inform a wide demographic and the tools that can be made available to assist the Shire are outlined throughout this section.

Working with Employers

We are investigating how the Corporate Social Responsibility programs of employers can be used to assist in providing education and information on the benefits of effective waste recycling and the overall reduction in waste. This may be particularly applicable to the migratory workforces in mining operations and minimising their impact on the local community.

We see an opportunity to work with other organisations in and around Merredin to help lift the profile of recycling in the area and increase the participation rate of the programme. We feel that if these messages are present in the workplace then it will become second nature in the home. Recycling has to be a way of life for

the residents of Merredin and any cooperation from big business to drive home this message would be welcomed.

Virtual tours

A Virtual Tour of the Materials Recovery Facility (MRF) in Canning Vale is available to provide a visual understanding of how the recycling process takes place. This video can provide important context to Shire residents about the facility and explain the importance of putting the right thing in the right bin. This virtual tour facility is useful given the location of the facility from the pick-up point.

Website tips for ratepayers

The Avon Waste website (www.avonwaste.com.au) provides collection and other useful information for the ratepayers.

The Avon Waste website references the very comprehensive "Recycle Right" website which provides an even greater resource for ratepayers still unsure of what goes in what bin: recycleright.wa.gov.au

Further to that, Shire specific information can be added to the Recycle Right website. Given Recycle Right has gained strong support by the Western Australian Waste

Authority it seems logical to use this information. It is hoped that the Shire website will also provide a link to both the Avon Waste site and Recycle Right websites. This is an easy set up with the waste educator.

For an example of how this information has been used in the Shire of Toodyay, please visit: www.recycleright.wa.gov.au/the-shire-of-toodyay.

Bin Stickers and Bin Wraps

Bin stickers as shown in Figure 6 can be designed and made available to help provide a greater understanding of what goes in which bin through a combination of visual aids and text. Stickers can be used for both residential purposes and for use in public areas.

Bin Wraps can also be made available for use at events, near shopping centres or even in Shire foyers. These subtle tools assist with keeping recycling top of mind and provide guidance as to where more information can be found and are shown in Figure 7.



Figure 5 Filming the virtual tours – a convenient way for residents to view recycling processes.



Figure 6: Bin Stickers created for the City of Fremantle – visual aids to help guide residents and the general public



Figure 7 Bin Wraps in use during a community event in the City of Cockburn

Social Media tools

Recycle Right has developed a number of social media tiles to help spread correct messaging about recycling. The tiles contain some of the key messages to help residents gain a better understanding and have been designed to stand out across a number of different social media platforms.

Educational Worksheets

The Recycle Right worksheets (see Figure 8), provide activities for school children. The Educational worksheets suit a wide age range and are a useful tool to help children of a wide age range to recycle correctly.



Figure 9 Social media tile example highlighting that disposable nappies are non-recyclable. Nappies have been a common contaminate in recycling collection.



Figure 8 Recycle Right Educational Worksheets, a effective and engaging for school-based recycling education.

Getting industry fully involved in the recycling process can be a tough ask. Often processes are viewed only in terms of efficiencies to the bottom line and not efficiencies to the environment, however Corporate Social Responsibility programs can be an effective lever. Avon Waste proposes the following strategies to help commercial and other non-residential premises fully embrace the “Recycle Right” message:

- **Meeting with local businesses to formulate a plan for recycling in the workplace** - Avon Waste would meet with appropriate staff to look at the outputs of a business and what areas can be improved to increase the recycling rate at their workplace. Where businesses have Corporate Social Responsibility programs we will look to work with these to incorporate recycling within both the workplace and residences of employees. This could include diverting cardboard from the waste stream by organising a private “cardboard only” bin through Avon Waste. Reducing the number of waste bins and increasing the number of recycling bins in the workplace encourages further recycling. By being able to speak to the individuals in the workplace we are further able to promote the message of recycling and get support from the inside.
- **Auditing of Business Waste** – Avon Waste would offer to audit the rubbish of a particular workplace so that the business is better able to get an idea of what can be recycled. Then the business is able to target those particular areas through education and providing appropriate recycling options for that resource (for example recycling of printer cartridges).
- **Free services** - As mentioned above, for a lot of businesses, whether to recycle or not all comes down to cost. There are a number of free services that are paid for by manufacturers, such as “Cartridges for Planet Ark” and MobileMuster that are available to get more recycling activity happening in the workplace. Businesses can also go to www.businessrecycling.com.au which has been specifically set up to help workplaces make recycling easy, no matter what type of waste is produced. The site provides contact details for recycling services for over 90 different material types and includes things such as free signage for the workplace to encourage recycling. We will also work with the Corporate Social Responsibility programs of business to encourage the uptake of all recycling services.
- **Ensuring convenient locations of bins for optimal recycling** – For the workplace, recycling needs to be easy so it is better to have a number of recycling bins available for use at convenient locations. Avon Waste can work with businesses for ensure that recycling is simple for staff.
- **Attendance at Community Organisations/Events** – Avon Waste, partnering with Recycle Right can attend community events with information for all on recycling. We can also prepare and host information sessions at a particular community organisation to deliver the appropriate recycling information, which can include recycling in the workplace. By making recycling part of the community ethos, we can then ensure it is transferred into local workplaces by the people who work there, who are part of the community.

Waste and Recycling Bins

MAINTENANCE STRATEGY FOR BINS

Residents have a better waste and recycling experience when they have fully functioning bins with lids to minimise flies and the attraction of other vermin. Avon Waste provides a full system for repair and replacement of bins as outlined below. We can provide these services either during the collection rounds or by using our service vehicle as required.

Proactive service

If one of our drivers spots a maintenance issue during their collection round they will provide details of the fault and location to our customer service centre for resolution. These issues are logged into our job management platform and dealt with according to our established processes. Our drivers understand that our philosophy is to solve the problem on the spot if at all possible. Given the nature of remote collections, we may not be back to that area for another week, so achieving a resolution to an issue needs to happen at

collection point if at all possible. For example, drivers will often replace the lid pins as required even if it hasn't been requested so as to keep the bin in good shape.

Resident requests

Requests via our customer service centre are recorded and passed to our maintenance team for action. We expect that all queries are followed up in accordance with our Customer Service Centre Management Plan. This will ensure that details are gathered from the resident or Principal, issues investigated and the problem solved to the satisfaction of all parties.

Repairs

We appreciate that during their lifecycle, loss and damage can occur particularly to wheels and lids. Our drivers keep an eye on the serviceability of bins and will advise the Customer Service Centre of repairs required, which will then be reported to the Principal. Once confirmed by Council, we will make repairs as requested. Each collection vehicle operates as a "mobile store," whereby lids, pins, axles and wheels are carried onboard, along with the necessary tools with which to conduct the repairs during normal operations. Most repairs are completed during the collection round but we can send a service vehicle out to complete a specific task as required.



Figure 10 Our collection vehicles can easily transport small numbers of replacement receptacles

Replacement

Where the body of a bin has been damaged, or the cost of the repair exceeds 70% of the cost of the bin, a replacement may be required. Our vehicles are designed to carry a small number of bins so that replacements can be made, and damaged bins recovered, during the collection round (see Figure 10). We have found this system very useful for remote areas as a bin can be delivered on collection day and an old or damaged bin removed at the same time.

The standard turnaround time for a replacement bin is within seven days however if the Shire wishes, this can be expedited.

Avon Waste proposes the following replacement bins for this contract:

Bin type	Description / details:
Mobile Garbage Bins (MGBs)	Under the specifications, we will provide bins to residents from a stock of bins held on behalf of the Shire of Merredin. Should it be required, Avon Waste can provide bins for the Shire. We traditionally use Sulo MGB containers for the replacement of bins throughout our service area. We are familiar with the Trident and Mastec brands of bins also and are able to supply these as required for the Shire.
Frontlift bins (General Waste and Recycling)	If required, Avon Waste can supply high quality, Western Australian made frontlift bins to the Principal. These bins will be new at the commencement of the Contract. We currently have stocks of new bins available from our York Depot.



POWERLINES PLUS - DA...
INMARSAT SOLUTIONS - ...
VICKY NAYLOR - Sp...
A-CORP - KOP...
BUILDMARK - Avondale Farm ...
FIRM CONSTRUCTION - LAND...
Truplow Hydraulic - Gt ...
WBS - Brushtail Bow - Bakers Hill
LEE CRESCENT YORK
WBS - Tyndall Rd - Mumberkine
GUARDING HOSPITAL BPC
LOT 1901 TOP BEL RD - YORK - KERR
44 ALFRED ST YORK *
MURKIN - Mulkibudja Hospital
POWER - AEREDIN (Poles)
WARRNAMAL RD GINGIN
THAM DETENTION

RECORD KEEPING PROCEDURE

The daily operation of our services generate data streams, both manual and electronic, on the collection and transfer and management of waste. The adoption of new technologies such as GPS tracking increases the data we generate. Much of this data is used to support the requirements defined in the Schedule 3 Additional Conditions of Contract for waste and recycling collection services. It is also used in providing better services to residents and businesses, and in improving the efficiency of our business.

Data security and integrity is paramount in maintaining accurate records of our waste management activities and complying with regulations such as the privacy act. The generation and recording of these are outlined in Table 2 below.

Data is captured and held in secure IT systems, with restricted access made available to facilitate specific job functions. We have a secure remote server which is housed off-site at our IT Contractor's facilities. All staff log in using this remote server, meaning that we can be anywhere and still get access to up to date company information. We also have a backup server at our York office, which is secured and data protected. Our IT Contractor provides data security and a help desk function for Avon Waste. They are currently in the process of developing our job management platform which will replace our existing systems within the next twelve months. This will provide us with increased efficiencies of time over our current system.

Paper records are archived for 10 years and securely disposed of at the end of this period.

Table 2 Accurate data on Waste Management and customer service is securely recorded to business performance and provide contract management reporting.

Responsible	Collection of data
Avon Waste Call Centre	<p>As our Call Centre will receive the calls from the Principal and ratepayers, they will be responsible for recording the following:</p> <ul style="list-style-type: none"> • All complaints and queries received in respect of its performance of its obligations under the Contract • The results of any investigations made into complaints • Any accidents or other incidents where a possibility of injury to persons or property damage arose • Time and place of delivery of bins as well as bin numbers as required • Environmental incidents • Performance of our services against our KPIs • All other information as requested by the Principal
Avon Waste Drivers	<p>Currently we have our drivers fill in daily run sheets. This captures vehicle pre and post run checks to record the vehicle is operating as per manufacturer's specifications. The run sheets also confirm the driver is fit for work. Finally the run sheets capture run-specific information such as:</p> <ul style="list-style-type: none"> • Number of collections of domestic waste • Number of collection of recycling bins • Number of public waste collections • Number of bulk bin empties as required • Any other area specific information <p>This collection data is then fed back into the Call Centre data and distributed to the Principal in support of the invoice. The bin number data can be extrapolated to give weight data ahead of annual DER Reporting. Currently our frontlift vehicles have weigh systems on-board so we are able to provide accurate data for these collections. We will introduce these weigh systems across our sideload fleet to allow us to provide improved accuracy of the data required.</p>

Responsible	Collection of data
GPS tracking data	All Avon Waste vehicles are fitted with GPS tracking devices. These units allow live tracking of our vehicles and also show historical information of the vehicle movements. We are finding this information particularly helpful in resolving claims of missed services. We are able to see if the vehicle has travelled down a particular street and at what time. From there we can ascertain if the driver has missed the bin or the resident has missed the truck. This is allowing a much better conversation with the Shire and/or the ratepayer to ensure the issue is quickly resolved and that it won't occur again.

Accurate reporting has become a major part of waste management services. Part of our kick off meeting will be to discuss the specific information and format required for the Contract. Using the extensive data captured we can generate accurate monthly and adhoc reports from our business information systems to meet the requirements of the contract.

During the transition process we will work with the Principal to agree the format of reporting to fulfil this requirement. Please refer to **Attachment E** for a sample fortnightly report template.

The Call Centre will be responsible for recording and reporting on:

- All enquiries and complaints.
- The results of any investigations made into complaints.
- Any accidents or health, safety or environmental incidents.
- Time and place of delivery of new bin or other receptacles.
- Any other information reasonably requested by the Principals.

Avon Waste will prepare a standard report format providing details on the above and our performance against contractual Key Performance Indicators. The report format will be agreed to by the Principal prior to implementation. We have provided at Sample Report - Shire of Gingin an example of the existing reports.

Plant and Equipment

PROVISION OF PLANT AND EQUIPMENT

Reliable waste and recycling collection services for all residents is a reasonable expectation and ensures that risks to public health from extended and excessive waste storage are minimised. We make continual investment in our vehicle fleet, its maintenance and contingency arrangements to make this expectation a reality and collect each and every bin presented as scheduled.

In planning services for Ready to Start on 1 July 2019 we have identified the vehicle requirements to provide a superior service to residents. Our existing fleet and our renewals program has been reviewed to identify available and suitable vehicles to be made available to the Shire by 1 June 2019. All equipment is reliable and capable of delivering the services.

Sufficient reliable plant to serve the Shire of Merredin

Frontline vehicles

Avon Waste will use the following frontline vehicles for this contract.

- Two Hino 6x4 side loading collection vehicles with Bucher Municipal 22m³ compaction bodies for general waste collection.
- One Hino 6x4 side loading collection vehicle with Bucher Municipal 22m³ compaction bodies for recycling collection.

- One Volvo 6x4 frontload collection vehicle with Bucher Municipal 29m³ compaction bodies for front lift services

Support vehicles

The following support vehicles will be deployed to ensure service reliability:

- Two x side loading collection vehicles to support all collection services, based in our York depot
- Other back up vehicles (eg Front lift) available as required from other depot sites
- One Service Ute. This vehicle will be used as a delivery vehicle for new services as required, as well as general support vehicles to the operational vehicles. This vehicle will be fitted out as a Mobile Service Unit (MSU). The MSU will facilitate any fleet requiring maintenance assistance in the field. This vehicle will be stocked with a comprehensive spare parts inventory and tooling to enable the timely provision of onsite repairs, minimising operational down-time. This vehicle will be based at our York Depot.

Standard equipment for safe and efficient service

Avon Waste collection vehicles are fitted out with specialised equipment to ensure we provide a safe, high quality service that reduces our impact on the environment while completing rounds efficiently. Details of our collection vehicle features, including those required by the Principal, are provided below.

Compactor Bodies

Our trucks will be fitted with Bucher Municipal (formerly MacDonald Johnson Engineering (MJE)) compaction bodies. We have used this equipment for many years, and prefer using these bodies as we have total confidence in their products' ability to perform the task of collecting waste in the most efficient and safe way.

The operation of the Bucher Municipal compactor unit results in no rubbish being left in the hopper. This reduces litter loss to zero while the vehicles are moving and is especially important when bins need to be collected between towns.

Avon Waste's vehicles are equipped to provide safe, clean and efficient services that comply with the Principals' requirements

Colour hopper cameras

Colour cameras are used to monitor the hopper, ensuring that bins are fully emptied and to monitor contamination. A colour camera is also fitted to the rear of the vehicle to monitor the reversing of the truck.

GPS Tracking

All Avon Waste vehicles are fitted with GO7 tracking devices by Fleet Complete (formerly Securatrak). This unit monitors the vehicle movements and provides historical data regarding proof of service information, including bin lifts, as shown in Figure 11.

Live tracking of our vehicles will also be made available to the Principal in a planned update with Fleet Complete.

Avon Waste use tracking information to verify ratepayers concerns that they have missed the collection vehicle. Our Call Centre staff can quickly look at the vehicle in question and ascertain if it has already gone down a certain street. This technology has taken out the guesswork with regards to these issues. We can quickly view what has or hasn't occurred and rectify the situation without applying doubt to the ratepayer's or truck driver's claim.

Geo fencing will also be included in the system update providing protection for sensitive areas such as schools zones and tips. It also highlights collection timing by area to reduce disturbance to residents.

The GO7 device is infinitely expandable to allow operators the opportunity to record/log all kinds of issues from contaminated and overloaded bins to potholes or graffiti. We would confirm these requirements with the Principals upon being awarded the Contract to tailor the information we are able to provide.

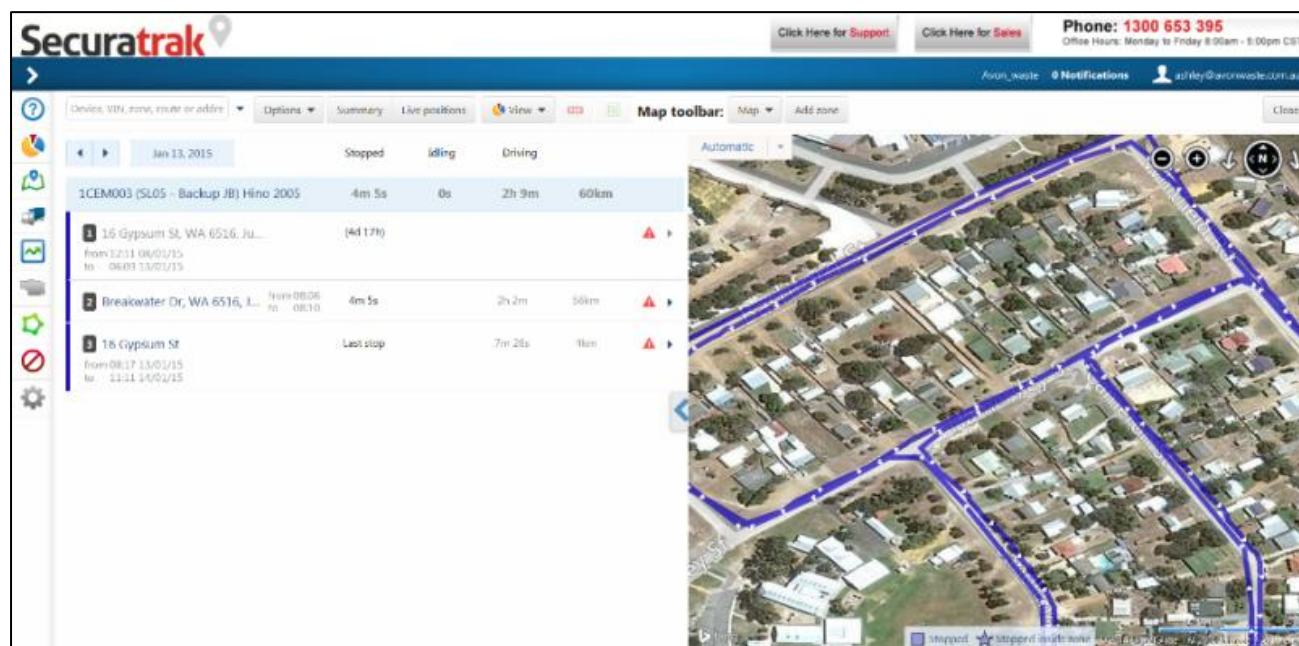


Figure 11: Live web-based vehicle data. Securatrak provides live information about collection vehicles via a web browser, allowing us to verify our performance anywhere, anytime.

Mine-site specification features

Through our experience servicing various mine-sites, our trucks are specified with features common to mine-sites to provide a higher standard of safety. These features include lockable isolators, visible truck ID numbers, wheel chocks and safety triangles as standard. There will also be 100mm fluorescent striping on all trucks to further aid visibility. These features exceed the standard specification for waste collection vehicles, but contribute to a safer work environment for the public and our drivers.

Spill Kits

Spill Kits are supplied as standard issue in our trucks. These kits ensure that oil spills are cleaned up in an environmentally friendly manner. The kits utilise a variety of "Envirosorb" premium polypropylene oil and fuel only absorbents and Global Peat ground and floor absorbent. "Envirosorb" is able to recover up to 20 times its own weight in oil and is highly water repellent. Global Peat is highly oil absorbent (up to 5 times) and it is light weight and easy to use.

VEHICLE OWNERSHIP (OWNED OR LEASED)

We choose to own all of our collection vehicles providing us with flexibility to change vehicles at the most appropriate time and not just when leases allow. Having this direct control over the availability and suitability of waste and recycling collection vehicles enables us to continually provide the most effective services to our clients and adapt services to meet changes in requirements. Our ongoing investment to refresh our fleet with new vehicles, brings the most energy efficient technologies, minimises vehicle emissions with the latest Euro VI compliant trucks and reduces operational noise.

HANDLING PROCEDURE FOR VEHICLE BREAKDOWNS

The collection of bins to schedule is contingent on the reliable operation of our fleet. While we operate a proactive maintenance program to minimise breakdowns, when one does occur returning vehicles to service quickly supports the delivery of services to residents.

Vehicles equipped to address minor issues

As collection vehicles for regional local government areas need to operate large distances away from our Depots, Avon Waste stocks all collection vehicles with commonly required tools and spare parts. Our drivers are trained in the repair of their truck so they can most likely fix the vehicle while out on a collection round, minimising service delays.

Rapid in-field maintenance response

We also assign a Mobile Support Utility (MSU) vehicle to support collections within the Shire of Merredin. The MSU is stocked with a comprehensive spare parts inventory and tooling to enable the provision of a timely response and onsite repairs, minimising operational down-time.

In-the-field maintenance will be supported by local mechanical services and workshops in the town to minimise operational down time.

Backup vehicle support to ensure collections are completed

We use local mechanics where possible to keep trucks on the road as a first option and there are times where vehicles moving through the area can be called in to assist with break downs. A broken down vehicle can be swapped out for a backup collection vehicle from the York depot if local support is not available. This helps minimise service disruption and repairs on the faulty vehicle can be thoroughly completed with the full resources of the depot workshops.

In extreme situations, the Operations Management can coordinate vehicles performing collections in other locations to be routed to complete the day's run. In all cases, collection services will be completed on the scheduled day.

***Avon Waste
implements multiple
contingency measures
to complete collections
on scheduled days,
every time***

MAINTENANCE PROGRAMS

Strong maintenance program for reduced downtime

With our maintenance program and support staff, Avon Waste can ensure all plant is maintained to the highest level.

Avon Waste operates a Maintenance Workshop in our York, Gingin and Jurien Bay facilities. These workshops are fully equipped to carry out mechanical servicing, electrical repairs, hydraulics, refurbishments and maintenance activities.

We have also gained vital local knowledge over our years as to what local trades can be of assistance in the event of a breakdown. Recently when an unexpected breakdown occurred in Southern Cross, we were able to use a local engineering workshop to rectify the situation. This relationship with local tradespeople gives us confidence that any issue can be quickly and professionally resolved.

Regular servicing will be performed at the York depot, with major servicing performed by the vehicle manufacturer as per their recommendations. Our servicing regime ensures all manufacturer warranties are maintained. The typical cab-chassis servicing regime consists of the A (minor) and B (major) servicing approach. More detailed information about our vehicle servicing can be provided on request.

***Avon Waste uses in-
house maintenance
capabilities and local
specialists to reduce
downtime and support
the local economy***

System for Customer Support

OPERATING LOGISTICS

Avon Waste operates a customer service centre function for 37 local governments. As such, we understand that residents and council staff need a company that understands where they operate. It is important that our staff know the areas that we service, that they know the streets and the specific challenges and idiosyncrasies of the towns. As our customer service staff are local to the state, they travel about on their time off and are excited to visit the towns that they deal with at work. It's a really great discussion to be able to have with a resident that you know where their property is and visited the town recently. We are confident that we can extend this great service to the Shire. In preparing to commence collections in a town, our staff work on the ground as well as on Google Maps to work out property details and specifics for different areas so that when a call comes through, they can speak with knowledge about the area. When you ring Avon Waste - a local answers your call.

Call Centre Operational Hours

Avon Waste's Call Centre operates between the hours of 8:00am and 5:00pm on weekdays. These hours can be extended if required by the Principals. Contact details for our Call Centre are as follows:

- **Telephone:** 1300 059 391
- **Facsimile:** (08) 9641 2498
- **Email:** admin@avonwaste.com.au

An after-hours service will be available for use by Principal staff which will be Director Ashley Fisher's mobile: 0417 933 322 – contactable by the Principal 24/7.

Should any changes be required to Call Centre operational hours or contact numbers we will communicate with the Principals and organise a suitable changeover date agreeable to both parties.

Avon Waste would then inform all affected ratepayers of any changes to the Call Centre operational hours or numbers at least a week in advance should this be required. Appropriate call forwarding methods will be put in place if required and as agreed with the Principal.

Call Centre Equipment

Avon Waste's Call Centre is equipped with a minimum of:

- Three telephone lines running off a TPG Bizphone phone system with external transfer and answering service capabilities.
- Facsimile equipment.
- Secure Computer Server with two desktop machines, one laptop and four tablets all linked to the network. This includes remote access for staff and our IT Contractors.
- Three Network printers with capabilities for A3 printing of maps.
- Laptop for remote downloading of fuel information from our bowser and other data.



Call Centre staff monitor the following outputs from equipment installed on our collection vehicles:

- **Waste Vehicle GPS (Global Positioning System) Tracking:** Records truck route including stops and time the truck presented at a particular location. This includes real time locations to immediately check where a driver is.

Avon Waste will provide a dedicated customer service call number, and all telephone enquiries will be dealt with by our Customer Service Centre (CSC). We will ensure that all issues and queries are responded to as quickly as possible.

We will ensure the effective servicing of telephone enquiries and provide the following:

- **Customer Call Number** - Residents will be able to contact us on a 1300 number, which will be operated by our CSC during normal collection hours.
- **Collection vehicle operators provide up to date progress reports** - Our operators keep the CSC constantly informed about operations progress, with any issues, delays or likely delays communicated immediately. The CSC can then notify the Shire and respond to resident's calls promptly.
- **All issues are immediately actioned** - We would report and action any issues such as missed bins, damaged bins and or incidences with the public, directly with the collection vehicle operator to be resolved as quickly as possible.
- **All enquiries and other issues are recorded on an online register** - This register is maintained by our CSC personnel, and every query has a number of automatically generated reminders, scheduled accordingly to ensure speedy resolution. This register will also be reported to the Shire as part of our performance measurement strategy.
- **Online Assistance** - The Avon Waste website includes local, up to date information on collection dates (including calendars) information on what can be recycled, days waste and recycling are collected and other relevant information. We use the website to advertise changes to collection runs over Christmas and other changes that may occur from time to time. We also have a Council login area to allow the Shire access to documents for new services, repair requests etc. Our staff will continually maintain contact with Shire staff to ensure that any issues or delays are communicated promptly.

In addition, the CSC will ensure the Shire's designated officer is informed in relation to ongoing operations at intervals agreed with the Shire.

HANDLING PROCEDURE FOR ENQUIRIES FROM THE CUSTOMERS

Handling Telephone Enquiries

On receipt of a call, Customer Service Officers confirm the following details:

- The location of the caller to determine the nature and timing of services provided to their location.
- The nature of their enquiry/complaint.
- Contact details for the caller for any follow up actions.

All legitimate enquiries (that is, calls that are related to the services Avon Waste provides) are registered in our database.

Depending on the nature of the call, the Customer Service Officer will:

- Provide the requested information.
- Confirm service performance via vehicle GPS data or contacting vehicle operator directly (if necessary).
- Identify required actions for resolution including:
 - Requesting the driver to return to a location to service a bin.
 - Rerouting a driver to collect a service not on their run (for example a bin not collected on the previous day).

- Mobilising an Avon Waste Mobile Service Unit to repair or replace a damaged bin.
- Completing a job request for a repair to be made on the next scheduled run for that service.
- Following up with a ratepayer with instructions to solve the issue, for example the removal of contaminated recycling from a recycling bin so that bin can be serviced.

Customer Service Officers will also generate reminders for logged calls where appropriate. Customer Service Officers are responsible for completing any appropriate follow up action, and outstanding actions will be investigated by the Call Centre Manager.

Customer Satisfaction Monitoring

Avon Waste monitors the success of our customer satisfaction by looking at a variety of parameters each month, including missed bins, complaints and positive outcomes. These results are discussed at our monthly Call Centre meetings and areas identified for improvement.

We are also looking forward to being involved in the Community Perceptions Surveys carried out by the Principal. We appreciate the insights that we can gain in order to improve our customer service focus.

COMMUNICATIONS BETWEEN THE RESPONDENT AND THE PRINCIPAL'S OFFICERS

Our staff continually maintain contact with Council staff to ensure that any issues or delays are communicated promptly. The CSC will ensure each Council's designated officer is informed in relation to ongoing operations at intervals agreed with each Council.

We also have a Council login area to the Avon Waste website to allow the Council access to documents for new services, repair requests etc.

Avon Waste staff pride themselves on the great relationships that they build up with Council staff over the years. We share the issues, working always to come to a resolution for the parties involved. We like a more personal approach, which is the foundation of our business model.

NOTICES/INFORMATION PROCEDURE

The Avon Waste website includes local, up to date information on collection dates (including calendars) and information on what can be recycled, days bins are collected and other relevant information. We use the website to advertise changes to collection runs over Christmas and other changes that may occur from time to time.

Avon Waste aims to mitigate public issues however where issues arise such as rubbish delays or changes we liaise promptly and regularly with Council to ensure they are informed and use their channels to communicate to local residents and stakeholders. We can also use our website (as specified above).

Additional issues identified by drivers will be communicated with Council by email as required. Reports will outline the type of issue, GPS location and street address. Council can then determine the appropriate action to be taken.

They will include:

- Damaged Bins
- Multiple Bin Services
- Contamination
- Overhanging trees.

COMPLAINTS RESOLUTION AND RECORDING

Handling Complaints

Any complaints from residents are recorded in our database and are actioned immediately by a Customer Service Officer. All Avon Waste Operators will maintain regular contact with the Call Centre through the course of the day either by radio or mobile phone.

Events, such as missed bins, damaged bins and/or incidences with the public are to be reported as soon as they are identified by the Operator and/or brought to the Operator's attention.

The CSC personnel will maintain an online register of such events and each event listed in the system has a number of automatically generated reminders, to schedule and confirm the resolution of such issues. The online register also provides the basis for reporting to Shire on performance for the period.

Every query is followed through thoroughly and promptly to ensure a speedy resolution. Additional reminders are actioned if there is further action to be taken. Details of complaints will be reported to the Principals as part of our performance measurement strategy.

Complaint Escalation

Avon Waste's Customer Service Officers will attempt to answer all enquires or resolve complaints on receipt of a call, email or fax.

If necessary due to the nature or severity of the issue, the Sales and Administration Manager will investigate the issue and contact the caller to discuss the actions that will be implemented.

Any health, safety or environmental incidents reported through the Call Centre will be investigated immediately by the Sales and Administration Manager and the CEO.

Advising Public of Issues

Avon Waste aims to mitigate public issues however where issues arise such as collection delays or collection day changes we liaise promptly and regularly with the Shire to ensure they are informed and use their channels to communicate to local residents and stakeholders. We can also use our website (as specified above).

Risk Management Program

STRATEGY

The safety of our staff and members of the public and the protection of the environment is paramount in our operations and the management of waste and recycling. Our continual investment in training and development of our staff, facilities and vehicles is designed to continuously reduce risks in our operation and provide our team with a greater understanding of the risks faced each day.

Emergency Procedures

Avon Waste also looks at specific contracts to assess areas where emergency procedures and contingency actions are required. Potential risks that we have considered for this Contract and the contingency actions that will be implemented include the following:

Impacts on Service	Contingency Actions
Lack of available drivers	Avon Waste has vehicle operators based in depots across a range of geographic areas and could call upon these to support the Principals, should the need arise. The owners and Directors of the business are licensed and experienced operators of the collection vehicles and can be called upon, where necessary in an effort to ensure that essential services are maintained.
Equipment Breakdowns	<p>Our Operations Manager or Supervisor would be able to assist with relief and breakdown assistance.</p> <p>In the event that a collection vehicle is unable to continue with collections, the following process will apply:</p> <ol style="list-style-type: none"> 1. The operator will notify the Supervisor 2. Repairs will be affected by a Mobile Field Service Unit, or vehicle returns to base for repairs 3. Backup vehicle/s will be deployed to continue collections, in the event that the repair cannot be rectified immediately and 4. Collections will be completed on the scheduled day. <p>The Mobile Service Unit will facilitate any fleet requiring maintenance assistance in the field. This vehicle is stocked with a comprehensive spare parts inventory and tooling to enable the provision of a timely response and to carry out the necessary repairs onsite, minimising operational down-time.</p>
Unavailability of Equipment	Two backup collection vehicles will be permanently based at the York Depot, readily available to provide backup and support as and when required. These vehicles will be sideloading collection vehicles, with compaction bodies. Further to this, we have backup vehicles based at other Depots and these can be mobilised should the need arise.
Alterations to Services due to Unforeseen Circumstances	Wherever possible, essential services will be maintained during normal operating hours. At Avon waste we understand that sometimes things occur that are outside anyone's control. Where necessary and, where resources are available and the Council is agreeable, we would consider providing services outside normal working hours, for example evenings and/or weekends as appropriate in order to ensure that services are maintained.
Waste blowing out of trucks	Trucks are optioned with wind deflectors to guard against waste blowing out of the trucks when travelling to the delivery site.

Impacts on Service	Contingency Actions
Spills	Spill kits are fitted as standard issue on our trucks. These kits ensure any oil spills are cleaned up in an environmentally friendly manner. The kits use a variety of "Envirosorb" premium polypropylene oil and fuel only absorbents and Global Peat ground and floor absorbent.

Contingency Arrangements

Avon Waste currently provides three full-time relief drivers to support services for the Principals. These relief drivers will receive in-the-field training for the services provided and collections scheduled to ensure we maintain a consistent level of service quality.

All Avon Waste drivers are trained in the safe operation of multiple vehicles so they can perform any task within the Shire's Scope of Works. Cross training increases our flexibility to manage any staffing issues, or to respond to additional service requirements. This approach is essential to continuous service provision, considering the isolation of staff stationed in these Shires.

The following support vehicles will be deployed to ensure service reliability:

Two Volvo side loading collection vehicles for backup based at our York Depot.

Two Hino 6x4 side loading collection vehicles for backup based at our York Depot.

One Hino 6x4 Frontlift vehicle as backup from our York Depot.

One Service Ute based in our York Depot.

Our allocation of plant and equipment for this Contract will result in some spare capacity for the area. This will ensure available plant is readily available should it be required. Our Supervisor can also provide additional capacity for collection rounds or bin delivery if required

Work policy and procedures

Safety is paramount in everything that we do and is recognised in our core value: "We work hard and get home safe to our families"

Our comprehensive Work Health and Safety Plan and positive approach to safety drives the behaviour of our team to work together in improving safety. Our team are encouraged to provide direct feedback on operations and where we can improve how we work to be safer, more environmentally aware, more efficient and to provide a better experience to the residents we serve.

Please refer to our Work Health and Safety Plan and policies included at **Attachment F**.

Staff training

Avon Waste implements a comprehensive training scheme to develop the practical skills for safe delivery of services, as well as a culture of professional customer service and an understanding of our part in the creation of clean and positive local communities.

Staff induction, training and ongoing development

All staff are given a complete site and equipment induction upon commencing employment with Avon Waste. Our induction covers safety, operational standards, the culture at Avon Waste, and the expectations of our clients. In addition to this, training is provided on subjects such as:

- Avon Waste policies and management systems
- The correct use of personal protective equipment.
- The safe and efficient operation of collection vehicles
- All occupational safety and health procedures

- Contract specific risks and mitigation strategies
- Emergency procedures

Induction Buddies

It's good practice to designate a trustworthy employee to be the new employee's "buddy" to help answer some of their questions during the first few weeks. The duty of being a buddy can be rotated among a number of people, giving the new employee the opportunity to get to know other employees more quickly. We brief the employee who is to be Buddy on the role we would like them to play and we give them specific duties in the induction process.

New staff are given a minimum of four weeks training to ensure that they are well versed in our systems, use of equipment and collection routes to make sure they are ready to commence services. Trainers provide written feedback to the Operations Manager to allow decisions to be made in relation to when the driver is ready to go out on their own. Some drivers may need an extra week or so training and we are happy to continue their training until the trainer (and the driver) are satisfied that they are ready to commence collections solo.

We provide regular additional training to discuss any issues or updates to policies and procedures, as well as refresher sessions to ensure we perform our services safely and efficiently. Avon Waste have offered the opportunity for drivers to complete their Certificate III in Waste Management (which one of our Directors has already completed). The first intake of our drivers to commence this course will occur in 2019, with the aim of all drivers completing this Certificate by 2025.

Building a positive culture for higher quality services

Avon Waste develops a team culture to provide higher quality services to our clients in response to the unique nature of regional waste collection services.

Regular toolbox meetings, attended by drivers, call centre staff and management, provide the opportunity for all areas of the business to discuss operational and safety issues. This also helps foster good communication between Call Centre staff and drivers, which is essential to resolving issues in the field quickly.

Avon Waste's Directors also complete random 'ride-alongs' to complete a spot check of driver skills and compliance with our policies and procedures. This also gives drivers the opportunity to discuss operational issues they may have, and to talk through a solution before a small problem becomes a large one. This helps Avon Waste create a positive and communicative culture that results in engaged drivers and better quality services for the Principal.

An additional advantage of our training processes is the teaching of accountability. Our drivers are taught that if bins are missed they will return to that area to pick the bins up on the same day. Often the case may be that the bin has been missed through no fault of the driver. However, drivers are taught that the servicing of the bin and satisfaction of the ratepayers is paramount.

***Avon Waste Directors
randomly accompany
drivers to assess
performance, discuss
operational issues and
develop a communicative
culture***

Drivers are also taught to understand the "team" concept of working for Avon Waste. Due to the large kilometres required to be travelled in regional waste collection, a driver may on occasion be required to deviate from his route to pick up a bin on behalf of another driver that may have been missed or not put out for collection on the previous day. Drivers are advised in their training that this is part of their responsibilities and that we all work together to provide the best customer service for our clients and their ratepayers.

Communication systems

Communication at Avon Waste is underpinned by our Communication Policy, our Vision and our Values. This is evident in one of our value statements – "scratch where it itches". If you have a problem, it is best to deal with it at the source. Communication is key. Please refer to **Attachment G** for our communications policy.

In order to achieve our communication goals, Avon Waste has a number of different communication systems in place to ensure that our operations run smoothly.

The most used device for communicating is the mobile phone. All drivers are in constant communication with the Customer Service Centre staff by mobile phone to advise of any issues during the collection round. This enables potential issues to be sorted quickly and allows drivers to check things in the field and call back to the CSC to get confirmation in order to get things right the first time.

Late job requests can also be sent by text message to ensure that urgent requirements are dealt with in a timely manner.

We also utilise a text messaging service for sending of bulk messages. This tool is useful not just for internal staff matters, but also for Council needs. For the Shire of Northam we confirm delivery of a bulk verge bin for the coming week to ensure that all delivery information is correct and to confirm the specific disposal expectations for the waste to be put in the bin.

The majority of Councils that we deal with communicate with us via email, but we also have fax options available should this be required. Sometimes, when WiFi is down, the fax is the only way to get the information through!

Collection vehicles are also fitted with two-way radios. For the Shire of Merredin contract, this will enable the Supervisor to contact staff when they are within range of the York Depot.

Our GPS system also proves an invaluable communication tool, allowing our CSC staff to track where a driver is currently, whether he has yet visited a certain area and if he has stopped at a certain address. This provides us with immediate information for customers when they ring, meaning we can often answer a query before the customer finishes that call, rather than the staff member having to call the driver and then call the customer back again.

At present we are also completing our new job management platform which will mean that, once software and hardware has been purchased, we will be able to send job requests directly to drivers. They will then be able to send information directly back to us which will eliminate paperwork and improve efficiencies.

Our final level of communication system are our staff meetings. Each month we have a toolbox meeting, administration meeting, sales meeting and management meeting, with Board meetings each quarter. These venues give all staff the opportunity to have a say, hear what is going on and just generally catch up with staff that they may see very little of on a day to day basis. Our philosophy is that the door is always open – we want Management to be approachable, to listen and to act.

MONITORING PROCEDURE AND STAFF PERFORMANCE

Avon Waste develops a team culture to provide higher quality services to our clients in response to the unique nature of regional waste collection services.

Avon Waste utilises different tools to monitor procedure and measure staff performance. We undertake regular staff reviews, looking at issues that affect our staff. We specifically request their ideas for efficiency improvements, whether that be through logistics and equipment improvements for truck drivers or improvement of recording and reporting requirements for administration staff. The best improvements can be seen by those undertaking the jobs and we appreciate input from our staff on these matters. We try to operate a very open workplace, encouraging staff to speak up with their ideas. This gives staff the opportunity to talk about issues they have come across and gives them the forum to discuss ideas they may have. Staff know that they can speak to their immediate Manager if they have any issues that they do not feel comfortable discussing in public, but they should always feel free to contact upper management if the situation requires it.

We also have various KPI measurements for staff, depending on what their role in the company is. This could be as simple as time limits to returning calls for office staff, to the length of time for delivery of a new service for truck drivers. These continually evolve as roles change to ensure that they are relevant to the task at hand.

A recent initiative is for our Operations Manager, Sean to spend half a day in the truck with our newer staff. The reason for this is two-fold. It gives the new drivers a chance to follow up on any queries that they may

***Avon Waste's policy
is to resolve issues
before leaving the
local collection
area.***

have about the operation of the truck, changes to their run and logistical issues as well as giving Sean a chance to see how their skills are developing. This could then prompt a training/relief driver to be put back in a truck with the newer driver to polish some skills, or we could deliver some in-house maintenance training specific to that driver's requirements.

To help with monitoring the performance of staff, we also utilise our GPS tracking software. This system provides information on the speed of drivers and can confirm that a driver has indeed been down a certain street. This system is also very helpful for relief drivers when they are filling in for a driver who is away.

All Avon Waste staff are skilled in problem solving, and our drivers are required to demonstrate sound judgement on a daily basis to support the provision of waste collection services. Our drivers understand that:

- there may be issues that prevent bins being put out on time,
- bins may sometimes be overloaded or contaminated,
- some residents require special assistance to put their bins out.

Together with the distances and complex logistics involved with regional waste collection services, these issues require our drivers to have practical problem resolution skills to ensure that a satisfactory outcome is realised for all parties before leaving the local area. Otherwise, a week may pass before the issue can be directly addressed, or a return journey of several hundred kilometres may be required.

Therefore, Avon Waste drivers always endeavour to service a bin if practically possible. If they are unable to (for example if the bin is too heavy or a bin has repeated contamination) they will sticker the bin to help the ratepayer understand the issue so it can be resolved. They also advise the Call Centre so that the Principal can in turn be notified. This sticker would be designed in consultation with the Principals.

Drug and Alcohol Testing regime

Avon Waste believes that our drivers are our most important assets and their safety is paramount. With the safety of the public also acknowledged, we are very strict on our policies and ensure that all Avon Waste drivers are compliant with our standards.

Under Avon Waste's Human Resources policies, drivers are required to undertake pre-employment medicals as well as drug testing to ensure that they are fit to perform their duties. Blanket and random tests are also conducted throughout the year to check driver compliance with our Zero tolerance drug and alcohol policy.

Avon Waste also categorises our drivers as Commercial Drivers and as such abide by all fatigue management principles outlined by Worksafe.

National Police Clearance for all Employees

All Avon Waste staff are required to undertake a National Police Clearance before commencing with the company. We also request follow up clearances be done in following years.

Quality Certification

Although Avon Waste does not have QA Certification, we have a number of systems in place to ensure that we provide quality collection services and maintain quality management of the facility throughout the term of the Contract.

1. Our Company Directors and our Employees liaise directly with the appropriate Council personnel, to ensure that any additional requirements will be met.
2. Our Company Directors and Management Staff are available to meet with Council, to discuss any issues that may arise from time to time.
3. All employees are supervised by our Management Team, to ensure that correct procedures are being carried out. Staff performance is regularly evaluated.
4. All Employees hold the necessary licenses and are trained properly to operate plant and equipment in a safe and efficient manner.
5. All employees are familiar with our Occupational Safety & Health Procedures.

6. All Subcontractors are expected to abide by our Company Policies and Procedures.
7. We maintain a fully staffed administration office from Monday to Friday, to ensure that any enquiries or complaints can be dealt with promptly by appropriate staff.
8. All personnel are fully inducted into the operating business as a normal part of their orientation program.
9. We are a fully accredited member of 'Cm3'. Cm3 is Australia's leading online Contractor OHS/WHS Prequalification system. Cm3 addressed the need for both Contractors and the organisations they conduct work for to demonstrate contractor health and safety management capabilities. This must be updated annually.
10. All Plant and Equipment is kept clean and properly serviced, to ensure a well presented and efficient service for the Principals.
11. In the event of a breakdown, we have back-up equipment available. Our full time Supervisor will be available to liaise with the Driver to fix problems on the spot or can be sent immediately to site to attend to a breakdown. We also have back-up staff available at all times, to cover annual leave, sick leave and unforeseen circumstances.

We have provided an example copy of our Work Method Statements in **Attachment H**. This includes a risk assessment of waste management services and our well established mitigation strategies which significantly lower risk for our staff and community members.

Support Services

CONTRACT MEETINGS WITH THE PRINCIPAL

As our organisation is not as large as some of our corporate competitors, we are able to operate a very effective system of communication with our clients. We anticipate organising regular meetings with Council representatives at intervals agreed with the Shire.

Kick Off Meeting

Avon Waste will meet with the Principal's representatives to reintroduce key personnel, discuss the implementation of discretionary services and generally discuss any current or new service requirements for the Shire so as to not disrupt ratepayers. The collection days will remain the same. Any issues raised in the kick off meeting will be implemented without delay.

A kick off meeting would also enable us to confirm KPIs for the contract so that we can begin measuring them from commencement. We would also confirm the reporting requirements and frequency for the new contract. Currently we provide fortnightly reports and this could continue if required or be adjusted to a more appropriate frequency at the Shire's suggestion.

During the implementation phase, we will confirm our Call Centre Management Plan with Shire staff.

Moving forward, our regular Contract meetings would discuss the following:

- Measurement of KPIs – we would look at each individual KPI and track our performance against these. We currently measure things such as missed bins and complaints and we could track these items for the Shire of Merredin specifically.
- Discussion of complaints – a run-through of issues that have arisen during the period, discussion about resolution and then identification of things that can be changed to prevent the issue happening again.
- Recycling education initiatives – ongoing discussion of educational opportunities to be pursued in partnership with the Shire.
- Customer service centre performance – discussion of the CSC performance over the period, including ideas for improvements and any issues that have occurred.
- Additional service opportunities – to help working towards increased service provision for waste management, we would review any improvement in road conditions, additional subdivision expansion and other issues for opportunities to provide a better service for the Shire.
- Emergency procedures

Planning for Day One – Collections from 1 July 2019

The transition will be managed personally by our Directors, Jeremy and Ashley Fisher, both of who will support this from within the Shire of Merredin. Our ability to be able to send our two most experienced people to manage the implementation of the contract whilst still having our key management personnel operating as normal is a great asset.

In planning services for Ready to Start on 1 July 2019 we have identified the vehicle requirements to provide a superior service to residents. Our existing fleet and our renewals program has been reviewed to identify available and suitable vehicles to provide to be relocated to the Shire by 1 June 2019.

We have significant experience in getting new staff trained effectively to ensure they are ready to operate autonomously within 4-5 weeks. This has been factored in to our planning to ensure we will be ready to commence services by the 1st July 2019.

Reliable Collection of Waste and Recycling

Our reliable collection of waste and recycling begins with how we plan our collections and continually work to improve routes. GPS data assists us to identify any issues that might be found along collection routes, such as schools and other locations where collection timing or extra care need to be considered.

If there are any issues during an ordinary collection, our drivers will attempt to provide a solution on the spot. If necessary, our Customer Service Centre and management team can provide remote support, but our goal is to service a bin foremost, then ensure the problem is solved with liaison between the Principal and the Ratepayer. This is especially important for remote communities where a collection vehicle may not be anywhere near the area for another week.

We are also looking to introduce alerts should the driver miss a street for some reason. The GPS would identify this issue and alert the driver before he left a defined area. This would assist in making sure the collection is done perfectly the first time and reduce the human element that can on occasion see a street missed.

SENIOR MANAGEMENT CONTACT DETAILS AND AVAILABILITY

Existing drivers currently performing the operations will be available for this contract and we maintain the same experienced and responsive management team. Whilst their knowledge of the operations would be an advantage, delivering the superior resident experience requires us to ensure all new recruits adhere to our values and working practices.

Name	Position	Contact Details
Ashley Fisher	Director	ashley@avonwaste.com.au M: 0417 933 322
Jeremy Fisher	Director	jeremy@avonwaste.com.au M: 0428 411 529
Mark Palumbo	Sales & Administration Manager	sales@avonwaste.com.au M: 0428 932 919
Sean Reynolds	Operations Manager	operations@avonwaste.com.au M: 0407 127 455

EMERGENCY AND OUT OF HOURS CONTACT DETAILS

Apart from being able to contact us through our Customer Service Centre, any of the above staff can be contacted in an emergency situation using the above details. This means that there is always an option for the Shire to get an issue sorted at any time.

Value Added Services

Included in our service

Customer Services Centre

The operation of a customer service centre is integral to our service therefore no additional charges are made for this.

Doggy Bag Dispensers

The servicing of doggy bag dispensers can be provided at no charge to the Principal on the basis that the dispensers and supplies of bags are provided by the Principal. We see this service provision as an extension to servicing the public bins in adjacent parks and public spaces.

Constant and Never-Ending Improvement (CANI)

Avon Waste understands that the service levels for the Shire doesn't end with the contract rate. There are many opportunities during the collection to give back to the Shire. Avon Waste adopts an attitude of constant and never-ending improvement.

Avon waste is proud to provide safe and reliable services that are always on time. We are constantly looking at ways to improve our service so that we can exceed customer requirements.

Constant and Never-Ending Improvement (CANI) is an integral part of Avon Waste's culture, and our team's CANI attitude reflects this. We are constantly looking at ways to improve efficiencies in the workplace, and continuous feedback from drivers and staff is welcomed and encouraged. This culture ensures that we deliver our 'you can set your clock by us' style of service.

The core objective of the CANI is communication, with the facilitation channels comprising a range of methods, including the following:

- Daily communications via phone, email, facsimile and in person
- Periodic meetings scheduled and supported by agenda, reports, minutes and action plans
- Periodic performance reports, to review performance against Key Performance Indicators (KPIs) and other measures
- The development and review of annual operations which would include projections of future growth and capacity
- The development and review of a strategic plan to meet projected demand and address any capacity issues. Such plans would include consideration of additional wastes which may present opportunities for sustainable recycling in future.

We strongly believe that the CANI process will assist in developing a strong commitment from stakeholders and bolster the project culture in a significant manner.

Incident Reporting Through GPS Tracking Systems

All Avon Waste vehicles are fitted with GO7 tracking devices by Fleet Complete. In addition to tracking vehicle movement, the GPS system enables the drivers to record information on collections such as:

- Contaminated recycling bins
- Damaged bins and the repairs or replacement required

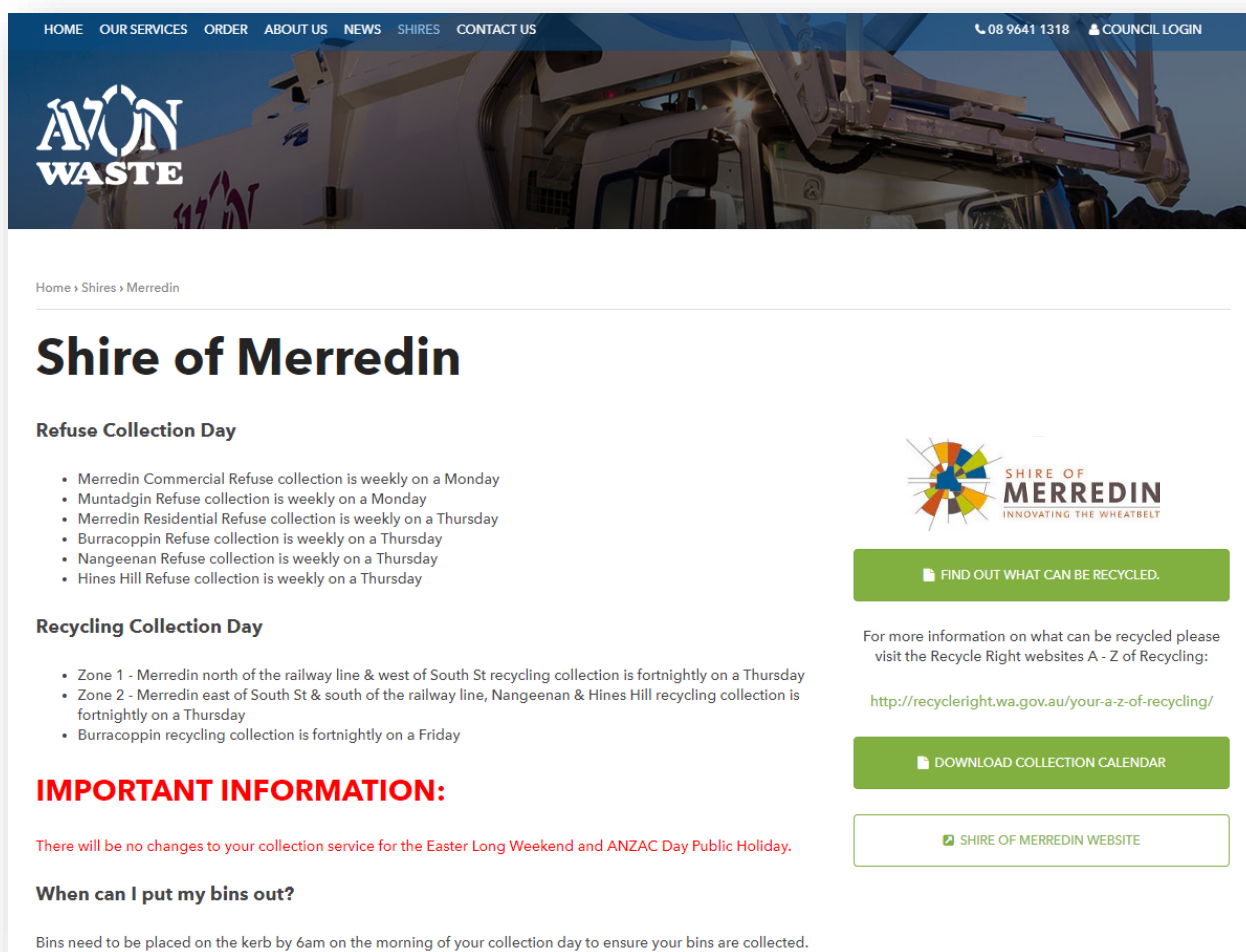
Each record made includes the accurate location information provided by the GPS system together with time and date information. This information can also be accessed by the Principal giving a real-time data feed.

Community Events

Avon Waste has provided the Merredin Show with waste facilities for each of the last four years. Within each of the communities that we provide services to we are happy to consider requests from event organisers that help to promote the sustainability of the environment.

Local Collection Services Information

Local residents and businesses are provided with information on waste and recycling through a Shire of Merredin page on the Avon Waste website. These pages provide information on waste collection days, recycling collection days and any service changes. They also contain information on where and when to put bins out and contact details should there be any issues with collections, damage to bins or recycling enquiries.



The screenshot shows the 'Shire of Merredin' page on the Avon Waste website. The page has a blue header with navigation links: HOME, OUR SERVICES, ORDER, ABOUT US, NEWS, SHIRES, CONTACT US. On the right of the header are the phone number 08 9641 1318 and a COUNCIL LOGIN button. The main content area is white and features the 'Shire of Merredin' logo (a colorful wheel) and the tagline 'INNOVATING THE WHEATBELT'. Below the logo, there are two main sections: 'Refuse Collection Day' and 'Recycling Collection Day'. The 'Refuse Collection Day' section lists collection days for various areas: Merredin Commercial (Monday), Muntadgin (Monday), Merredin Residential (Thursday), Burracoppin (Thursday), Nangeenan (Thursday), and Hines Hill (Thursday). The 'Recycling Collection Day' section lists collection days for Zone 1 (Thursday), Zone 2 (Thursday), and Burracoppin (Friday). Below these sections is a red 'IMPORTANT INFORMATION:' heading, followed by a note about no changes to collection services for the Easter Long Weekend and ANZAC Day Public Holiday. A 'When can I put my bins out?' section states that bins need to be placed on the kerb by 6am on the morning of the collection day. On the right side of the page, there are three green buttons: 'FIND OUT WHAT CAN BE RECYCLED.', 'DOWNLOAD COLLECTION CALENDAR', and 'SHIRE OF MERREDIN WEBSITE'. A link to the Recycle Right website is also provided.

HOME OUR SERVICES ORDER ABOUT US NEWS SHIRES CONTACT US 08 9641 1318 COUNCIL LOGIN

Avon WASTE

Home > Shires > Merredin

Shire of Merredin

Refuse Collection Day

- Merredin Commercial Refuse collection is weekly on a Monday
- Muntadgin Refuse collection is weekly on a Monday
- Merredin Residential Refuse collection is weekly on a Thursday
- Burracoppin Refuse collection is weekly on a Thursday
- Nangeenan Refuse collection is weekly on a Thursday
- Hines Hill Refuse collection is weekly on a Thursday

Recycling Collection Day


- Zone 1 - Merredin north of the railway line & west of South St recycling collection is fortnightly on a Thursday
- Zone 2 - Merredin east of South St & south of the railway line, Nangeenan & Hines Hill recycling collection is fortnightly on a Thursday
- Burracoppin recycling collection is fortnightly on a Friday


IMPORTANT INFORMATION:

There will be no changes to your collection service for the Easter Long Weekend and ANZAC Day Public Holiday.


When can I put my bins out?

Bins need to be placed on the kerb by 6am on the morning of your collection day to ensure your bins are collected.

 SHIRE OF MERREDIN
INNOVATING THE WHEATBELT

 FIND OUT WHAT CAN BE RECYCLED.

For more information on what can be recycled please visit the Recycle Right websites A - Z of Recycling:
<http://recycleright.wa.gov.au/your-a-z-of-recycling/>

 DOWNLOAD COLLECTION CALENDAR


 SHIRE OF MERREDIN WEBSITE

Figure 12 Collection services information for each Shire. Information on collection services is provided through our website with a separate page for each Shire, making navigation to local waste and recycling information easy for residents and businesses.

QUALITATIVE CRITERION C: CORPORATE SOCIAL RESPONSIBILITY

As a service provider who is based in and services regional local government areas, we understand the importance of contributing to local communities. Avon Waste is active in identifying opportunities to give back through sponsorships and arrangements with local suppliers. Avon Waste will look favourably on any request for event organisers and/or sporting clubs looking for assistance in Merredin.

Merredin Ag Show – In each of the last four years we have provide additional frontlift and 240ltr wheelie bins for the event at a discounted rate to help make the event more viable. The use of local staff and equipment makes this service efficient for Avon Waste to assist with and ensures the town oval is kept as clean as possible.

Avon River cleanup – Avon Waste is a major sponsor for the event providing bins and collections services so volunteers have bins to put waste into.

York Motorbike festival – We are providing bins and collection services at a discounted rate to help with the success of the event. This will see three frontlift bins and 50 x 240ltr wheelie bins placed around the town to help cope with the additional waste the event generates.

Cervantes Football Club – A local Club that we are proud to be a major sponsor of and have been for many years. Our financial contribution helps the club to attract better players to the team which in turn ensures the team is more competitive each week. We see sport as being a very important part of regional communities and offer support to clubs where possible.

Examples of some of our existing contributions include sponsorships for:

- Merredin Show 2019 Gold sponsor
- Shire of Gingin Rates Incentive Programme
- Guilderton Golf Club
- Annual Shire of Gingin Corporate Golf Day
- York Football Club
- Morawa Speedway Association
- Golden Grain Bowling Carnival (Kellerberrin)
- Lancelin Ledge Pirates Football Club (major sponsor)
- Annually provide bins at no cost for Blessing of the Fleet/Indian Ocean Festival in Jurien Bay (as well as being a significant monetary sponsor of the event)
- Waste management education
- York Basketball with the provision of the scoreboard
- York Junior Netball provision of uniforms
- York Junior Basketball supply of singlets
- Jurien Bay "Old Dogs" veterans football jersey sponsor
- Guildford Grammar School – Solar powered vehicle challenge cash sponsor
- Quairading Trashion Parade
- Jurien Bay Football Club Gold Sponsor
- Taste of Chittering free of charge support with 28 x 240ltr bins and 3 x 3.0m3 frontlift bins

TRASHION PARADE FUN!

Words by Quairading Ag Society. Photos by Marie Walker.

The 98th annual act-belong-commit Quairading Ag Show played host this year to the inaugural Trashion Parade, proudly sponsored by Avon Waste.

Expertly MC'd by Peta Preston Image Stylist - another key attraction of the event - 16 aspiring young models and designers took to the red carpet outside the North Quairading Contractors Lifestyle Pavilion to show off their upcycled creations.



Each team of entrants worked hard for weeks in the lead up to the Quairading Ag Show collecting recycled materials and crafting them into wearable masterpieces. Inspiration was sought from wide and far, one designer citing "Dale Chihuly (an American glass sculptor and entrepreneur)", many just wanted to encourage more people to recycle and one was even inspired by an addiction to Nespresso coffee pods! Other outfits were produced to be "strong and sturdy play wear" while one young future farmer incorporated wool and wheat and the regional motto of "Thank a Farmer" across her back. Every single outfit in the competition was incredible and a real testament to the young designers, their families and their school.

Avon Waste generously sponsored two prizes for the Trashion Parade competition: "Most Creative" and "Most Practical", each of which were judged by Peta Preston Image Stylist. Most Practical went to Tanesha Pickett for her runway worthy "local news inspired" newspaper dress and Most Creative went to Espresso Ebony and Nespresso Nadia for their matching coffee-pod-bedazzled ensembles designed by Aunty of the year Double Shot Shondelle.



Figure 1 Avon Waste supports local community events such as the "Trashion Parade" at the Quairading Ag Show.

- Wear ya Wellies (Chittering) discounted service provision with 20 x 240ltr bins and 1 x 3.0m3 frontlift bin
- Northern Ladies Bowling Zone tournament
- Pickering Brook Ladies Golf club
- Snag Island Community quiz night
- York Golf club supply Olive grove FOC for olive oil processing fund raising opportunity
- Avon Valley Vintage swap meet free of charge waste services
- Wundowie Progress association
- York High School colour run
- York high school footy tipping competition

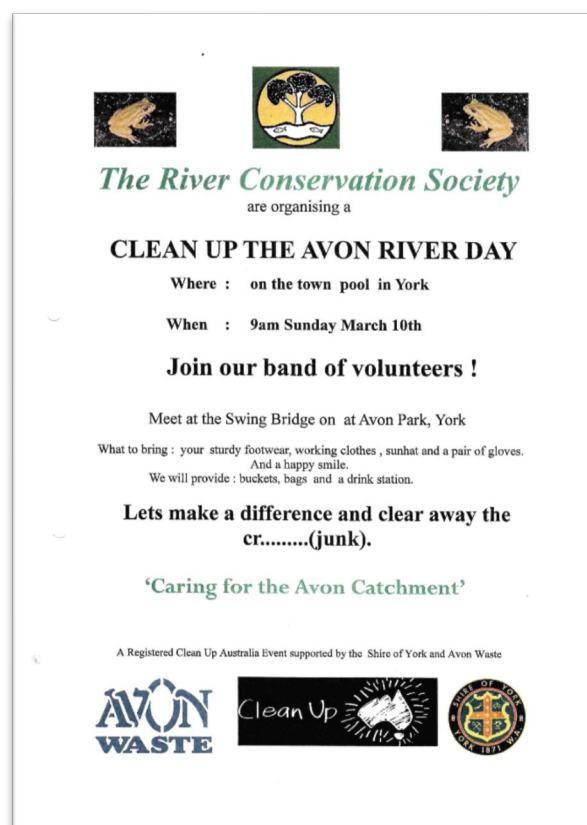


Figure 2 Improving our communities. Avon Waste supports opportunities to improve the communities we live in with a range of practical support and sponsorships.

Sustainability Credentials and Practices

- Provide information on your organisation's sustainability credentials and practices as well as any related ratings or certifications which demonstrate your organisation's practical commitment to sustainability.

Over the past 39 years that Avon Waste has been operating, it is fair to say that our focus has changed from one of just picking up waste and depositing it at the local landfill, to a company striving to reduce the amount that we take to those landfills. This shift led to the development of our Corporate and Social Responsibility statement (a copy of which is included at **Attachment I**).

This statement outlines our values with regards to our business operations, citing the importance of all stakeholders, be they customers, employees or the local communities in which we operate.

As a company we aim to do good things – provide quality services, give back to the communities we operate in and provide a supportive and safe environment for our staff. We are currently working on updating Vision and Value statements. A common theme from our team is the premise to “work hard and then go home safe to our families”. All of our staff are committed to their jobs, strive to do their best and are community minded people – they are footy club treasurers, junior hockey mums and members of the bowling club. This is the cornerstone of our corporate and social responsibility.

We will also continue our education of staff, with an additional two people to complete the Certificate III in Waste Management this year. The extension of this program will continue in the years to come.

Waste Strategy Summit

Avon Waste is planning to attend this year's waste strategy summit in Sydney. With a leading theme of: “unlocking the environmental and economic potential for government, enterprise and Industry” we embrace such forums as a learning platform on how we can assist our clients in improving sustainability. Key topics of interest to us are:

- Efficient operational waste management through good design
- Waste policies
- Waste management plans
- Innovation and technology – assessing how emerging technologies can enable savings, improve operations and reduce environmental impact
- Waste prevention and reduction.

Selection of Vehicles

Owning our fleet of collection vehicles enables us to control their replacement timing and selection. Our fleet renewal process is conscious of the environmental performance of the vehicles we select. Consequently new vehicles delivered from the manufacturer meet the highest emission standards currently available: Euro 6.

Moving beyond this we are keenly following the introduction of Volvo's all electric trucks. We see these as being a viable and practical solution for waste collection. The known collection routes provide an environment where we can plan the vehicle range and recharging times accurately and match vehicle selection accordingly.

Impact of our environmental policies and procedures

- *Provide details of your organisation's environmental policy and/or practices which manage or reduce the impact on the environment;*

As shown in our Environmental Policy (see **Attachment J**), Avon Waste has identified several objectives in relation to the environment, as follows:

- Zero significant environmental incidents during works
- Ensure all personnel and subcontractors clearly understand their environmental obligations and receive appropriate training to perform their duties in a competent manner
- Comply with all relevant federal, state and local environmental requirements
- Comply with all relevant Australian, international and other recognised standards
- Provide information and educational resources on various environmental management strategies to individuals, companies and community groups
- Implement and maintain an effective recycling program.

We use these objectives to underpin our everyday decisions.

SUSTAINABILITY IN THE CONSTRUCTION AND DEVELOPMENT OF OUR YORK DEPOT

Avon Waste has recently completed a new facility in York. We have long outgrown our previous depot which was our original location when the business started in 1980. Throughout the construction of this facility we have kept sustainability as one of our core objectives. We have used local contractors on the majority of works, including construction of the sheds, building of the office units, electrical, plumbing and groundworks.

In addition to this, we operate solely on rainwater at the new depot, having constructed two new 310,000L tanks for the purpose and also have a dam onsite for emergency use.

We have also recently installed solar panels on the roof of the sheds meaning that we will be largely self-sufficient with our electricity needs. Our 6.5kW system is anticipated to provide 10,185kWh in the first year.



Figure 3 Designed for sustainability. Our new depot in York has been designed to use rainwater for vehicle washing. A 6.5kW Solar Panel system, installed after this image was taken, is designed to meet our energy needs.

TRUCK WASHING

At our depots we use recycled water for washing trucks. Keeping a fleet of trucks clean and tidy is a major job and being able to use recycled water is cost effective as well as important for the environment.

Our washdown bays also incorporate an oily water separator so that water can be treated before being discharged. The collected oil is then recycled with our used vehicle oils.

IT CHANGES

The development of our job management platform will also bring sustainability benefits, as down the track we would hope to introduce fixed tablets into the trucks for receipt of jobs, instead of the traditional paper base. We currently use text messaging for some of our services including confirmation of bulk kerbside bins booked for the Shire of Northam and we are looking to extend this further. Where possible invoicing is sent via email, reducing costs and improving our sustainability practices.

Qualitative sub criterion: Other initiatives supporting sustainability objectives

- Offer details of any recycling, collection, disposal, product stewardship or other initiatives that would support the sustainability objectives of the Principal and assist them to achieve environmental targets (i.e. how could you assist them to recycle, reuse and reduce).

RECYCLING OBJECTIVES

Avon Waste is committed to reducing waste to landfill. We collect our recyclable materials and return them to our out-loading facility at our York Depot. This provides a facility for the trucks to unload instead of individual trucks inefficiently taking loads to the Perth based MRF.

The collected recycling material is unloaded onto the shed floor. Obvious contaminants are removed before the product is loaded into bulk trailers and transported to a MRF in the metropolitan area.

By recovering over 217 tonnes of recycling in 2017/18 the Shire of Merredin achieved a weight reduction of 16.5% for landfill waste. An increased recovery rate of over 2.2% has collected 167 tonnes in the 9 months to March 2019.

Currently we have a relationship with the SMRC Facility in Bannister Road, Canning Vale. They are able to cope with the volumes represented by these contract requirements, and we have total confidence that the product is being sorted to the highest standard.

As mentioned earlier, we also have a cardboard baler at our depot. We collect cardboard from various sites throughout the Wheatbelt and bale it in export quality bales ready for reprocessing overseas.

*Shire of Merredin recycling
recovered over*

217

tonnes

of materials in 2017/18



Figure 4 Our out loading facility improves recycling efficiency and outcomes.

Tyre Recycling

Avon Waste sends waste tyres to Tyrecycle for recycling. Tyrecycle has been repurposing tyres since 1972 and has grown to become a large company providing a very important service for businesses such as ours. Tyres sent from our York Depot are repurposed into either granulation feedstock (the base material from which we produce repurposed products), Tyre Derived Fuel (TDF) or Tyre Derived Aggregate (TDA) or rubber granulate in various sizes. Tyres are one of those products that appear in all landfills and the use of a company such as Tyrecycle is a positive way forward, despite the cost.

HELPING RESIDENTS AND BUSINESSES RECYCLE

Better recycling

Avon Waste worked with the Shire of Merredin to introduce kerbside recycling in 2008. Having implemented recycling schemes across 26 Shires we now empty over 23,000 recycling bins every fortnight. Our advocacy of better recycling supports the goals of our clients and Recycle Right and we work in partnership with them to better educate ratepayers and business.

Introducing new recycling schemes

Our most recent implementation of recycling was for the Shire of Gingin in July 2017. The introduction of kerbside comingled recycling to the residents was supported by an extensive education and communication program resulting in a highly successful take up of recycling. This included a number of elements that are useful in the promotion of recycling and in improving recycling performance in existing schemes. These included:

- **Resource Recovery Calendar.** Included with rates notices to provide information on collection dates and tips on what and how to recycle
- **Public Education Program.** In partnership with Recycle Right with education on recycling household and non-household items
- **Working with Employers.** Encouraging recycling in the workplace as a part of their Corporate Social Responsibility
- **Recycling Plant Virtual Tours.** Providing web based views of the recycling process and the impact of how we recycle
- **Bin Stickers and Wraps.** Clear and concise information on the do's and don'ts of recycling

- **Educational Worksheets.** Encouraging children to recycle and the flow on effect of pester power on their families habits.

The impact of these key recycling points are detailed in section Waste and Recycling Collection Services above.

Recycling beyond fortnightly collections

There are many initiatives that we provide that enable our clients to recycle in their place of business as well as our own. Some of these include the following:

- **Fluorescent Globes** – we provide a system for recycling of fluorescent globes. These pre-paid boxes can be given to a client to fill with used globes. The boxes are then sealed and posted directly to Lamp Recyclers in the Eastern States for reprocessing.
- **Fire Extinguishers** – We provide a service to one of our major clients to remove their fire extinguishers for recycling. We take the units to a recycler in the metropolitan area, who capture the gas/chemicals and then recycle the cannisters.
- **Decommissioning of Fridge/Air conditioning units** – we engage a local contractor to capture the gas from fridge and air conditioning units before the units are taken to a scrap metal recycler.
- **Scrap Steel Recycling** – at Avon Waste we are always looking at ways to divert waste from landfill and we provide collection and recycling of scrap steel at the Northam Landfill site and also the York Transfer Station.
- **Gas Bottle Recycling** – we have undertaken a program with Carey Baptist College, whereby we provide old gas 9kg bottles to them which are repurposed into outdoor barbeques. This project is undertaken by the Year 11's, giving them a saleable product at the end of the process and recycling a valuable resource. An example is shown in Figure 5.
- **Car and Truck Batteries** – we collect all of the car and truck batteries from the Northam Landfill and York Transfer Station ahead of sending them to Perth for further recycling.



Figure 5 Outdoor barbeques crafted from re-purposed gas bottles allow the Year 11's of Carey Baptist College to create a tangible, saleable school project – all whilst encouraging the community to recycle.

RFQ SECTION 4.3 - PRICE INFORMATION

Respondents must complete the "Price Schedule" attached with this document. Before completing the Price Schedule, Respondents should ensure they have read this entire Request for Quotation.

Price Schedules

From the information provided within the RFQ documentation Avon Waste has developed the following pricing tables.

TABLE 1 - COLLECTION SERVICES

Table 1 – Collection Services (Residential General & Recycled, Commercial General and Recycling and Public Bins) also including a price for an Occasional Bulk Waste/Refuse Collection;

Collection Service Only – Residential & Commercial	Lift #'s	Cost of Service \$ per lift (Inc. GST)
Residential Waste Collection Service (240L, Weekly, Green or Grey Body with Green Lids)	1393	\$1.50
Residential Comingled Recycling Collection & Processing Service (240L two weekly, Green Bodies with Yellow Lids)	1352	\$2.52
Commercial Waste Collection Service (240L Weekly)	294	\$1.50
Commercial Waste Collection Service (1.5m ³ Weekly)	65	\$26
Commercial Waste Collection Service (3.0m ³ Weekly)	23	\$35
Commercial Waste Collection Service (4.5m ³ Weekly)	11	\$59
Commercial Comingled Recycling Collection Service - fortnightly *Please indicate receptacle options and prices per lift eg. 240L MGB, 6.0m ³ cage etc	64	\$2.52 - 240ltr \$42 - 6.0m ³ Cardboard/fortnightly \$55 – 6.0m ³ Cardboard/monthly
Public Bin Collection Service (240L, Weekly)	43	\$2.50
Occasional Bulk Waste/Refuse Collection (indicate rate for service)		\$6500 per day

TABLE 2 - ADDITIONAL COMMERCIAL COLLECTION SERVICES

Additional General Waste or Recycling Collection Service, Commercial sector - Merredin Town site only.

Additional Collection Service Commercial Merredin Town site only	Lift #'s	Cost of Service \$ per lift (Inc. GST)
Provision of second/additional weekly service to Commercial sector (Monday)	49 x 240l	\$1.50
	8 x 1.5m ³	\$26
	2 x 3.0m ³	\$35
	2 x 4.5m ³	\$59

TABLE 3 – BIN SERVICES

Type of bin to be replaced	Price per bin inc. GST	Availability (e.g. one week, four days etc.)
240l green lid with green body	\$85	One week
240l yellow lid with green body	\$85	One week
360l yellow lid with green body	\$105	One week
1.5m ³ steel bulk refuse bin (wheeled)	\$1450	One week
3.0m ³ steel bulk refuse bin (wheeled)	\$1650	One week
4.5m ³ steel bulk refuse bin	\$1900	One week
140l green lid with green body	\$85	One week
Commercial Recycling options 1. 240l 2. 6.0m ³ Cardboard Bin	1. \$85 2. \$1900	One week

RISE AND FALL MECHANISM

The inclusion of a rise and fall mechanism provides the Shire of Merredin with transparency in the cost of variable elements within the contract. By using this mechanism we have not included contingency in our pricing to cover the unknown future costs of commodities such as fuel.

This has been used with the Shire of Merredin and has resulted in a lower cost of service based on actual costs incurred.

The formula proposed is as follows:

$$Rn = R(0.5*(A/B)) + (0.25*(C/D)) + (0.25*(E/F))$$

This is based on the Quarter ended 30th March and will apply from 1st July each year.

Figures used for the year commencing 1st July 2018 are as shown in the following table.

Formula element	Rate	Definition
Rn		New price from 1 st July
R	1	Price at commencement of the term
A	126.9	Hourly rates of Pay excl Bonuses Index (A2607029K) as listed by the ABS for the q/ending March 2018
B	126.6	Hourly rates of Pay excl Bonuses Index (A2607029K) as listed by the ABS as at q/ending March 2017
C	97.9	Automotive Fuel Index (A2328616A) as listed by the ABS for the q/ending March 2018
D	93.6	Automotive Fuel Index (A2328616A) as listed by the ABS as at q/ending March 2017
E	106	Maintenance and Repair of MV Index (A2328751T) as listed by the ABS for the q/ending March 2018
F	104.3	Maintenance and Repair of MV Index (A2328751T) as listed by the ABS as at q/ending March 2017