Expression of Interest for Asset Lifecycle Delivery Services

EOI Brief
# Table of Contents

1. Introduction ................................................................................................................................................. 3  
2. Scope of Works........................................................................................................................................... 8  
3. How will the Contract work? ..................................................................................................................... 12  
4. Proposed Program.................................................................................................................................... 18  
5. Definitions and Acronyms ......................................................................................................................... 18  
6. Attachments .............................................................................................................................................. 19
1. Introduction

Purpose

The City of Gold Coast (City) Council’s Water and Waste (WW) directorate intends to enter into a strategic, collaborative, long term Contract with a single suitably experienced, qualified and equipped Delivery Contractor (Contractor/consortia/partnership/joint venture) to assist it in maintaining, renewing and augmenting its assets. WW intends to develop an effective working relationship with this Delivery Contractor to complement existing skills and expertise within WW, while challenging all parties to think differently, for the benefit of the business, our customers and the community.

The Delivery Contractor will collaboratively undertake Works and Services in three key areas:

- planned and reactive maintenance of network assets and facilities
- refurbishment and renewal programs
- other works.

The Works and Services will be undertaken on water and sewerage network infrastructure, at treatment plants, on pump stations, at waste and recycling centres, landfill sites, and other WW assets as associated with any WW overarching strategies. The preferred Delivery Contractor for this Contract will be one that collaboratively supports delivery of WW's renewals, preventative, programmed, and reactive maintenance, works and services.

Background

The City of Gold Coast Council (Council) is the second largest local government and sixth largest city in Australia based on resident population, home to over 600,000 residents and host to around 12 million visitor nights annually. Our City has a diverse mix of residents from all over the world and offers an enviable lifestyle, together with the opportunities of a young and dynamic city. The Council employs more than 3200 staff and provides a wide range of services, activities and facilities for residents and visitors to enjoy.

WW was established on 1 July 2016, bringing together the former Gold Coast Water, Waste and Resource Management, and Catchment Management teams as a new merged entity. WW consists of more than 500 professional, technical and field-based staff. WW is responsible for:

- providing safe drinking water supplies and sewage collection and treatment
- recycled water reuse and release
- solid waste, recycling and green waste kerbside collection
- waste infrastructure
- operation of waste and recycling centres, landfills and resource recovery
- sustainable management of our aquatic, riverine and marine ecosystems, keeping our catchments and waterways healthy and resilient to change.

WW provides customers with water, sewerage and waste services in the Gold Coast region and operates as a Commercial Business Unit. Our Commercial Business Unit conducts business by adhering to the key principles of commercialisation, namely having:

- clarity of objectives
- management autonomy and authority (governance)
- accountability for performance
- competitive neutrality.
WW is committed to:

- managing our resources for a sustainable future
- providing safe and reliable water, sewerage and waste services to the people of the City to protect our community's health and wellbeing and to care for our waterways and catchment areas that supports our City’s lifestyle and prosperity.

WWs business objectives are:

- we ensure zero harm – we ensure the health and safety of ourselves, our environment and our community
- we strive for satisfied customers – we provide value for money, innovative, customer focused services
- we manage finances responsibly – we balance life-cycle costs and service prices, to sustain our City
- we provide reliable services – we plan, build, operate, maintain and renew assets prudently and efficiently.

WW operates within the framework of the City’s Corporate Plan (http://www.goldcoast.qld.gov.au/council/corporate-plan-609.html) which outlines the City and community's shared vision for a sustainable city that focuses on preserving our natural environment and quality of life. It identifies key focus areas that reflect the community’s aspirations for the city’s 30-year vision.

**Our City Vision**

Our City Vision, 'Inspired by lifestyle. Driven by opportunity' has three themes: place, prosperity, and people.

The Gold Coast 2022 plan is structured around these themes and identifies what we need to do between now and 2022 to work towards the city vision.

**Our Shared Values**

Our four shared values to guide ‘how we do things’ at the City are:

- **We aim high**… We are courageous in the pursuit of excellence for our community
- **We add value**… We are adaptable and innovative
- **We take responsibility**… We are committed to working safely, being trustworthy and owning our actions
- **We work as a team**… We are great individually, but unstoppable together.

How these shared values apply to this Contract is demonstrated below:
WW Challenges and Opportunities

WW is facing a number of challenges and opportunities over the next decade including but not limited to:

- increasing development (particularly infill) along the light rail corridor (Stage 1 and 2) and future extension (Stage 3), and within the northern Gold Coast area
- high level of re-development within Southport Priority Development Area
- ongoing legacies associated with the 2018 Commonwealth Games
- increased capital works program from around $50-60m per year over last several years to over $140m per year over the next five years
- capacity upgrades to STPs, landfill and recycling centres within the next several years
- major staged works associated with the upgrade of recycled water release infrastructure.
- increasing asset management and performance issues, condition assessment programs, along with asset renewals planning and delivery requirements
- delivery of maintenance services across our assets using multiple subcontractors and suppliers delivered under individual contracts and purchase orders
- increasing community expectations in respect of environment and value for money services
- introduction of a waste levy
- introduction of the waste container refund scheme
- significant fluctuations in commodity rates for recyclable material
- ongoing involvement in the City’s Institute based at Griffith University and the Advanced Water Management Centre at the University of Queensland with a range of industry and University consortium partners.

To successfully meet the challenges and optimise outcomes from opportunities, WW intends to supplement capacity and capability via the following arrangements with suitable service delivery providers for organisational benefits and to maximise customer value.
This Asset Lifecycle Delivery Services Contract is a key component of WW's overall service delivery strategy, as outlined in the following graphic.

**WW Objectives for this Contract**

The objective of this contracting strategy is depicted in Figure 3 and includes assisting to:

- develop and deliver asset management and renewals programs in order to optimise performance and to maximise efficiencies
- provide high quality and timely maintenance services, with the flexibility to provide 24/7 reactive maintenance
- drive efficiencies and improve good practice in maintenance, data and asset management
- deliver strategic directions set by WW, and the harnessing of emerging technologies and solutions
- establish practical KPIs to allow performance monitoring and assessment and incentivising efficiency, cost-savings and good customer service
- deliver social procurement benefits and develop local competitive business and industry.
- drive greater efficiencies within WW by reducing duplicated administrative and contract management requirements.

In addition, WW envisages utilising a balanced scorecard approach as a tool for communicating our priority themes (core objective areas) and critical success factors, each of which will be underpinned by a set of KPI’s. This approach is designed around clearly articulating our key priorities and is intended to provide the right (“balanced”) approach for measuring success. An example of this approach is provided below and will be developed with ETI (Early Tenderer Involvement) Participants during the ETI Stage.

**Figure 4 Balanced scorecard for development in ETI Stage**

**Transaction Delivery Process and Contract Model**

For this engagement, WW has considered numerous contract delivery options to identify the one that best balances industry capability and WW objectives. This process has been informed by consultation with internal and external stakeholders, including market feedback.
WW intend to enter into a single contract with a Delivery Contractor to deliver integrated renewals, works and maintenance services. The contract term is anticipated to be up to ten years dependent on contract and contractor performance. The transaction will be delivered by one EOI process, followed by an ETI Stage with shortlisted Tenderers, and subsequent Select Tender. The objectives of the ETI Stage are to:

- collaboratively develop the commercial framework for the relationship
- test and ensure cultural and behavioural 'fit' between WW and the potential Delivery Contractor
- provide an opportunity for WW to refine its requirements through better understanding market capability, appetite for risk, constraints and opportunities
- provide an opportunity for ETI Participants to develop a greater understanding of the WW business and requirements
- allow the ETI Participants to optimise their team, proposed systems, processes and strategies
- provide a forum to discuss potential scope/process changes in order to optimise the program for both the ETI Participants and WW.

For the anticipated Transaction Delivery Process and timeline refer to EOI Section 1, Clause 1.1 and EOI Section 3, Clause 3.2.

It is anticipated that the collaborative relationship between WW and the Delivery Contractor will lead to improvements in data collection and the introduction of technology and processes that will lead to long term efficiencies and total cost reductions. Supported by these improvements, proactive maintenance programs will become more effective, with a corresponding reduction in the quantity and cost of reactive maintenance.

Collaboratively developed objectives and outcomes will allow successful operation of this Contract to support a shared commitment to the health and safety of employees, sub-contractors, customers, and community; as well as ensuring that there is customer-focused service excellence throughout the entire service and supply chain.

2. Scope of Works

2.1 Overview

WW is seeking a highly competent and experienced Delivery Contractor to collaboratively deliver renewals, works and programs, planned and reactive repairs and maintenance, and to work with the business in order to optimise planning processes and delivery outcomes. From an activity perspective, the scope of works and services required fall under the following categories:

1. Renewal Programs
2. Works
3. Repairs and Maintenance
4. Operational Services
5. Improvement Services.

These services are currently completed under various maintenance contracts, through labour hire arrangements, or with internal resources. Market analysis indicates that a significant opportunity exists to increase efficiencies and improve outcomes by consolidating and optimising legacy contract requirements. Refer to Attachment G for a list of existing contracts nearing expiry to support collaborative transition planning. Attachment F provides a list of WW assets that the Delivery Contractor may be required to undertake works and/or maintenance on at any time during the Contract Term where value for money can be demonstrated. The below image depicts the estimated contract expenditure per annum, and where the major elements of that expenditure are anticipated.
2.2 Repairs and Maintenance

Within the City's Enterprise Resource Planning (ERP) system (SAP) system, WW categorises Repairs and Maintenance as follows:

- **Planned Preventative Maintenance**: Recurrent, proactive activities designed to maximise asset service (e.g., safety inspections, scheduled servicing, regular monitoring/inspections, condition assessments, condition monitoring, calibration). These works and services are undertaken in accordance with programmed maintenance plans and are initiated by Work Order.

- **Unplanned Corrective Maintenance**: Reactive and generally urgent activities undertaken to restore or maintain asset service levels or service continuity following breakdown or the detection of an asset failure. These activities are generally identified as a result of system monitoring, customer request, or through the external reporting of an asset failure. They are initiated by Work Order, following triaging and scoping by WW.

- **Programmed Corrective Maintenance**: Non-urgent planned and programmed activities undertaken to rectify a defect or series of defects identified as a result of system monitoring, customer feedback, or in the course of undertaking Planned Preventative Maintenance and are initiated by Work Orders.

For these activities, the Delivery Contractor will be responsible for the capture and reporting of all updated asset and works data resulting from the works and services delivered. This may include the capture of field asset data that is not currently accurately reflected in WW information systems.

It is highlighted that WW is seeking to reduce the amount of programmed and unplanned corrective maintenance in the future through the identification and implementation of optimised planned preventative maintenance. There is an expectation that the Delivery Contractor will have a significant role in assisting WW to achieve this outcome.
2.3 Renewal Programs

WW currently deliver their renewal works across a range of programs as detailed below.

Water and Recycled Water Network Renewals

- reservoir refurbishment
- water pump station renewals (mechanical, civil and electrical)
- water reticulation replacement (typically 100/150mm AC replacement)
- network hydrant and valve replacement
- trunk main refurbishment/replacement/relining.

Sewerage Network

- STP refurbishment (process tanks, mechanical and electrical asset refurbishment including major maintenance activities)
- pump station refurbishment (electrical, mechanical, civil including relining)
- rising main replacement/relining and valve replacement
- gravity sewer relining
- maintenance hole refurbishment (civil repair works including relining).

Waste Facilities

- leachate reservoir and pumping systems
- compaction equipment
- weighbridge and wheel wash facilities.

2.4 Works

Typically, Works requests will cover works of low to medium complexity. At any time during the Contract the Delivery Contractor may be required to have the skill sets available to work in collaboration with the City on assets listed in Attachment F.

Works that fall under the Works category include:

- Supply and installation of new assets
- Smaller or lower complexity capital upgrades of existing infrastructure
- Brownfield asset replacements.

These works may apply to any current asset in the WW portfolio and any planned future assets.

It is anticipated that the Delivery Contractor will be responsible for delivery of the majority of asset replacements. Assignment of the remaining Works will be at the discretion of WW and will be influenced by Contractor performance.

2.5 Operational Services

WW may request other Works or Services to augment or support delivery across WW and may include but not be limited to:

- provision of wet or dry plant hire
- provision of day labour trades / construction personnel
- provision of project management / engineering personnel to supplement WW personnel on projects associated with this Contract or other projects being undertaken by WW
- identification of existing underground services and utilities
- electrical equipment test and tag (for equipment outside of the scope items above)
- traffic control services
- calibration and maintenance of equipment
- operation and maintenance of other remote water, sewerage, and waste assets.
The quantity and scope of the works and services required will be detailed in Work Orders initiated by WW.

2.6 Improvement Services

During the term of the Contract, the Delivery Contractor will be encouraged to identify and propose opportunities to improve operational and/or delivery efficiency. Opportunities to improve existing WW workflows, decision-support tools or captured data may also be highlighted. In these instances, WW may request the Delivery Contractor to investigate and/or implement these improvement opportunities, either discretely, or in collaboration with WW Stakeholders.

These Requests for Services may take the form of a Work Order, Purchase Order, Task Brief or the like, depending on the scale and complexity of the improvement opportunity being considered. These may require a price submission from the Delivery Contractor and approval by WW before commencement of the Services to comply with existing WW governance arrangements and ensure value for money is demonstrated.

The Delivery Contractor may, from time to time, be required to develop and/or update technical specifications, maintenance plans, and standard operating procedures, where existing information is not available or not current. It is anticipated that the Delivery Contractor will identify the requirement in the course of delivering the Contract Works and Services, which will be raised with WW and completed following approval to proceed.

WW intends to leverage where possible the previous experience of the Delivery Contractor to develop and deliver data integration activities and where practical utilise the Delivery Contractor’s existing systems to deliver the services. WW envisages being able to integrate with those systems, this may include, but not be limited to:

- transactional data including service requests
- work order dispatch
- automated status updates
- streamlined payment processing
- asset attribute confirmations and updates (including GIS data)
- inspection, condition and as-constructed data.

WW will investigate the possibility of leveraging the Delivery Contractor’s systems to:

- raise service and/or work order requests
- undertake resource scheduling and optimise workforce planning and delivery
- despatch work electronically including all necessary processes, documentation, checklists to the field
- field workers receiving work orders online, actioning and updating (field mobility)
- provide regular reporting on activities and performance
- advise customer outages.

Exclusions

The following services are currently excluded from this Contract due to their current ongoing delivery under existing arrangements.

- Water meter services including installation and maintenance of smart meters
- All works and services related to SCADA equipment.

The following services are currently excluded from this Contract, but may be included in future.

- Security services
- General cleaning services
- Grass cutting and grounds maintenance
- Tree planning, erosion control and earthworks
- Drainage and flood control works
- Maintenance of energy generation equipment.
3. How will the Contract work?

WW has developed a preliminary commercial and operational model for the Contract which is intended as a “basis for discussion” in the ETI and interactive dialogue phase. It is expected that the final commercial and operational model for the Contract will be developed with ETI Participants through the ETI Stage.

Assigning Work

WW has an internal delivery workforce that is engaged in maintaining, and to a lesser extent, renewing our assets. The scope of this Contract in terms of maintenance services (Figure 6) will be weighted towards civil activities and to a lesser extent mechanical and electrical. During the ETI phase it is expected that WW will work with the ETI Participants to understand how works completed by the WW and Delivery Contractor workforces could be best coordinated to effectively and efficiently deliver Services in a collaborative manner under this Contract.

WW will assign repairs and maintenance, minor capital and renewals works to the Delivery Contractor via the high-level process below and described in the following sections.
Figure 6 Possible future state of Works allocations

- **Process Flow**
  - **PKI / KRA regime for Program**
    - Agree and establish appropriate metrics for performance and incentives
  - **Contractor Reactive maintenance, ordered works & minor capital projects**
  - **Collect data and provide back to WW**
  - **Input from:**
    - **Capital Works Program**
    - Renewals / refurbishment programs
    - Condition assessments
    - Asset Management Plans
    - Historic Data
    - Contractor Feedback & Lessons Learned
  - **Annual Planned Works Program for WW**
    - Consists of:
      - Renewal and refurbishment works
      - Planned preventative maintenance
  - **Minor Capital Works Projects**
    - Reactive Maintenance requirement identified
    - **WW First Response**:
      - Triage, make safe, scope works & prioritise
  - **Other Ordered works and services**
    - Impact assessment on planned program & performance regime
  - **Deliver Works**
  - **Collect data**

- **Annual Performance Review & Optimisation (TBC)**
  - Review:
    - Delivered Program?
    - Achieved Budget?
    - Achieved outcomes?
    - Met KPIs?
  - Capture Lessons learnt, root cause analysis etc.
  - Propose optimisation initiatives

- **Feedback Loop**
  - Process flow
  - WW responsibility
  - Contractor responsibility
  - Shared responsibility

- **Feedback and improvement recommendations**

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*Expression of Interest for Asset Lifecycle Delivery Services*

*LG314/690/18/025EOI*

*iSpot 73565518v15*
Planned and Unplanned Maintenance

Planned Preventative Maintenance Works Other Works

WW will undertake maintenance planning to establish an understanding of the future works requirements, including scope, volume, location and timing of activities. The maintenance planning process will consider available asset and maintenance activity data, forecast requirements for the networks, as well as budgetary considerations. During Stages 2 and 3 of the Delivery Transaction Process, WW will seek to further define and optimise the planned maintenance requirements in advance of Contract Award. From this, WW will develop an (Annual Works Program) AWP for scheduled preventative maintenance and renewals / refurbishment works to be delivered in-house (WW AWP) and a separate AWP for those to be delivered by the Delivery Contractor (Contractor AWP). Planning for known Works and Operational Services will also be captured through this process.

Ownership of the AWP will reside with WW and the Delivery Contractor will be required to endorse and adopt each AWP, which will be revised on a rolling 12-month basis. The collaborative framework under which this Contract will operate will provide the opportunity for all parties to have input to the development and optimisation of both the initial AWP and subsequent AWPs developed through the term of the Contract.

Unplanned Corrective Maintenance and Programmed Corrective Maintenance works

WW will establish an annual funding provision for Unplanned Corrective Maintenance and a separate annual funding provision for Programmed Corrective Maintenance.

The requirement for unplanned corrective and programmed corrective maintenance works may be identified through customer feedback and/or the identification of asset defects during the course of undertaking planned inspections and condition assessments. In the first instance, WW will typically respond to reactive and emergency works through a prescribed triaging process, including prioritisation, scope assessment and identification of the most appropriate way for the works to be undertaken.

For works to be delivered by the Delivery Contractor, WW will raise and issue a Work Order. A Work Order pro forma for unplanned and programmed corrective maintenance works will be developed by WW and agreed with the Delivery Contractor at the start of the Contract Term. The Delivery Contractor will be required to respond to the Work Order, which may include an assessment of the impacts of significant work packages on delivery of the planned maintenance program assigned under the AWP (adjustments to schedules, KPIs etc.). Where Works have been assessed as urgent, WW may request an AWP impact assessment following completion of the works.

Renewals

The following diagram is a representation of how renewals programs are generated within WW, commencing from the Strategic Asset Management Team through to delivery.

On a regular basis it is expected that tranches of renewals across our water, sewerage and waste assets will be drawn from our 2-3 year risk prioritised renewals program for packaging and delivery by the Delivery Contractor, with the aim of ensuring these works are efficiently delivered across our City.

It is also expected that given the collaborative nature of this Contract and its proposed term, that the Delivery Contractor will ultimately assist WW in the development of our 2-3 year risk prioritised renewals program from which our AWPs are drawn.
Figure 7 Current WW renewals planning process

Renewals Planning

Strategic AM Team leads 20 year renewals modelling using SAP data with support from:
- Tactical Asset Officers
- Maintainers
- Operators
- Planners (growth)

Tactical AM Team leads 1 - 3 year renewals validation & planning with support from:
- Strategic Asset Officers
- Maintainers
- Operators
- Planners (growth)
- Asset Solutions

Asset Solutions leads renewals program packaging with support from:
- Tactical Asset Officers
- Operators
- Maintainers
Works, Miscellaneous and Improvement Services

Other Works Operational Services that occur outside of the development of the AWP will also be requested via Work Orders. These Work Orders will provide details of the scope and other information pertinent to delivery. The Delivery Contractor will be required to respond to the Work Order including an assessment of the impacts on the planned maintenance program assigned under the AWP (adjustments to schedules, KPIs etc.), and provide details of this assessment to WW for review and approval.

Continuous Improvement and Optimisation

The Contract will be informed by a suite of KPIs and other measures, to drive continual improvement and efficiencies throughout the Contract. These metrics will be developed in consultation with the Delivery Contractor and it is anticipated that they will be reviewed and adjusted annually.

The Delivery Contractor will be encouraged to monitor delivery performance and make recommendations for improvements that may realise operational or business benefits. On review of these recommendations, WW may request the Delivery Contractor to price the proposed improvements and/or document the benefits. Where the business case for the proposed improvements is favourable, WW may request the implementation of the improvements via a Work Order.

Governance

This Contract seeks to establish a long-term collaborative agreement between WW and a Delivery Contractor that will include a defined robust governance model to ensure work is completed in a timely manner, to the required standard, and also to provide a mechanism for ongoing feedback and continuous improvement.

For the agreement to be successful, some key principles will be required, such as:

- ensuring well defined roles and responsibilities
- clear, open and effective lines of communication
- mutual trust and respect
- acting in good faith
- having a flexible, outcome-oriented mindset.

These principles will inform the development of the preferred governance agreement, which will be developed and refined in consultation with the Delivery Contractor and will be established in advance of Contract Award.

Proposed Commercial Framework

The following figure 8 is a diagrammatical representation of how the City expects the partnership between WW and the Delivery Contractor delivering the Asset Lifecycle Delivery Services contract to mature over time.
WW acknowledge that the commercial framework proposed for the contract must be flexible enough to allow for a maturing relationship which may see the works and
services delivered transition from one payment mechanism to another over the duration of the contract. It is therefore expected that the commercial framework for the Contract will have provision for works and services to be delivered under a variety of payment mechanisms that may be reviewed and amended throughout the Contract Term including:

- Cost reimbursable (cost plus fee)
- Schedule of Rates
- Target cost (with or without painshare/gainshare)
- Lump Sum

In addition WW will consider other payment mechanisms for incorporation into the Contract where these would drive effective and efficient works and services. It is expected that these would be discussed during the ETI Stage with ETI Participants.

Other key points of the proposed commercial framework are included in Attachment H for discussion with ETI Participants during ETI Stage. WW invites feedback via the Response Forms on the proposed approach.

4. Proposed Program

Key Milestones are listed in EOI, Section 1 Details.

The initial transition in program and processes will be developed with ETI Participants at ETI Stage. Refer to Attachment G for expiring contracts which will be transitioned. It is anticipated that the first year of the Contract will involve the Principal and the Delivery Contractor working together to develop a shared understanding of the full extent of works and services, as well as the optimal approach to delivering them. In future years works and services are expected to be implemented, amended, and/or removed in a phased approach dependent on business requirements and contractor performance.

5. Definitions and Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>AS</td>
<td>Australian Standard</td>
</tr>
<tr>
<td>AWP</td>
<td>Annual Works Program / Plan(s)</td>
</tr>
<tr>
<td>CEMP</td>
<td>Construction Environmental Management Plan</td>
</tr>
<tr>
<td>City</td>
<td>City of Gold Coast</td>
</tr>
<tr>
<td>D&amp;C</td>
<td>Design and Construction</td>
</tr>
<tr>
<td>DES</td>
<td>Department of Environment and Science</td>
</tr>
<tr>
<td>EA</td>
<td>Environmental Authority</td>
</tr>
<tr>
<td>EOI</td>
<td>Expression of Interest</td>
</tr>
<tr>
<td>ECI</td>
<td>Early Contractor Involvement</td>
</tr>
<tr>
<td>EP</td>
<td>Equivalent Person</td>
</tr>
<tr>
<td>ETI</td>
<td>Early Tenderer Involvement</td>
</tr>
<tr>
<td>First Responder</td>
<td>The WW staff member with responsibility assigned for assessing breakdowns of a specific asset class and actioning its efficient and safe repair.</td>
</tr>
<tr>
<td>HAZOP</td>
<td>Hazard and Operability Study</td>
</tr>
<tr>
<td>KPI</td>
<td>Key Performance Indicator</td>
</tr>
<tr>
<td>O&amp;M</td>
<td>Operation and Maintenance</td>
</tr>
</tbody>
</table>
EOI Brief

PWWF  Peak Wet Weather Flow
RPEQ  Registered Professional Engineer of Queensland
SOR  Schedule of Rates
STP  Sewage Treatment Plant
WHS  Workplace Health and Safety
WW  The City of Gold Coast’s Water and Waste Directorate

6. Attachments

- Attachment A – WW Organisational Structure
- Attachment B – WW Fast Facts Sheet
- Attachment C – Water Asset Maps
- Attachment D – Sewer Asset Maps
- Attachment E – Waste Asset Maps
- Attachment F – WW Assets
- Attachment G – Expiring Contracts Report
- Attachment H – Draft Terms Sheet
Attachment B – WW Fast Facts Sheet

As at 30 June 2019

The following statistics are the official figures incorporated in presentations and publications throughout the 2019-20 financial year.

Water and sewerage assets

<table>
<thead>
<tr>
<th>Asset Type</th>
<th>Quantity</th>
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<tbody>
<tr>
<td>Drinking and non-drinking water mains</td>
<td>3516 Kilometres</td>
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<tr>
<td>Drinking and non-drinking water connections</td>
<td>7626</td>
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<tr>
<td>Pump stations</td>
<td>56</td>
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<tr>
<td>Water connections</td>
<td>3452 Kilometres</td>
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<tr>
<td>Drinking water supply reservoirs</td>
<td>266,322</td>
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<tr>
<td>Non-drinking water supply reservoirs</td>
<td>58</td>
</tr>
<tr>
<td>Sewage treatment plants</td>
<td>4</td>
</tr>
<tr>
<td>Chlorination facilities</td>
<td>5</td>
</tr>
</tbody>
</table>

Water and Sewerage and assets are valued at more than $3.7 billion.

Recycling and waste assets

<table>
<thead>
<tr>
<th>Asset Type</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waste and recycling centres</td>
<td>12</td>
</tr>
<tr>
<td>Domestic waste bins</td>
<td>193,369</td>
</tr>
<tr>
<td>Domestic recycling bins</td>
<td>185,271</td>
</tr>
<tr>
<td>Public street waste and recycling bins</td>
<td>1317</td>
</tr>
<tr>
<td>Bulk waste bins</td>
<td>3012</td>
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<tr>
<td>Commercial waste bins</td>
<td>7192</td>
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<tr>
<td>Commercial recycling bins</td>
<td>3012</td>
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<tr>
<td>Domestic green waste bins</td>
<td>30,841</td>
</tr>
<tr>
<td>Bulk recycling bins</td>
<td>1608</td>
</tr>
</tbody>
</table>

Recycling and waste assets are valued at more than $49.5 million.

Sewerage treatment

- On average, 145 million litres of sewage is treated across the city each day.
- In severe weather conditions, sewage treatment plants have the capacity to treat three times the average dry weather flow.
- Approximately 197 wet weight tons of biosolids are removed each day and transported for beneficial reuse (soil improvement).

Non-drinking water

- 192 kilometres of non-drinking water mains.
- Zero non-drinking water pump stations.
- One non-drinking water supply reservoir.
Recycled water

- 117 kilometres of recycled water mains.
  - Seven recycled water pump stations.
  - Nine recycled water filling stations.
- There are currently 55 fixed site customers receiving class C recycled water.
  - 33 external recycled water fixed sites.
  - 20 internal recycled water fixed sites.
- 95 carrier companies carting class C recycled water across 274 vehicles.

Scientific services (laboratory)

- Has a team of 18 scientists and administrators (BSc and PhD level) dedicated to best practice water quality testing and advice.
- Operates a purpose-built laboratory covering 1,500 m² based at the Smart Water Research Centre at the Gold Coast Griffith University Campus.
- Provides services to over 260 City and commercial customers.
- Performs over 90,000 water quality tests per annum involving over 280 analytes.
- Holds accreditation with National Association of Testing Authorities (NATA) for sample collection and for testing.
- Provides around 7000 hours of sample collection services per annum.

Waste collections

- Provides kerbside collection services to 97.7 per cent of all domestic Gold Coast properties.
- Provides seven days a week servicing for commercial Gold Coast properties.
- Runs a fleet of 81 kerbside collection vehicles, under a collection contract with J.J. Richards and Son Pty Ltd.
- Sorts and reprocesses the contents of yellow top recycling bins (49,286 tonnes) at the Material Recovery Facility at Carrara, under a recycling contract with Visy Recycling Pty Ltd.
- Collected 3483 tonnes of waste from nine of the 14 Council divisions during the 2018/19 kerbside clean-up program.

Waste and recycling centres

- Accepts general waste and 36 different types of recyclable materials at 12 locations across the Gold Coast, including South Stradbroke Island.
- Does not charge a disposal fee for household waste and recycling.
- Opens seven days a week, 363 days a year.
- Re-sells salvaged goods at two recycle markets (Reedy Creek and Southport) which are operated by the Endeavour Foundation.
Landfills

- Buried 63 per cent (331,089 tonnes) of all waste processed by the City.
- Received an additional 84,667 tonnes of clean fill or soil (not classified as waste) for use in land shaping and landfill cover.
- In total 195,877 tonnes of recyclable material was diverted from landfill, 37 per cent of the total waste received.

Green waste services

- 30,841 Green waste wheelie bin customers.
- Collected green waste (green top wheelie bin) 7,566 tonnes.
- Domestic green waste received via the waste transfer stations 45,181 tonnes.
Attachment C – Water Asset Map
Refer to pdf attachment. File is best viewed electronically for full visibility.

Attachment D – Sewer Asset Map
Refer to pdf attachment. File is best viewed electronically for full visibility.

Attachment E – Waste Asset Map
Refer to pdf attachment. File is best viewed electronically for full visibility.

Attachment F – WW Assets
Refer to Excel attachment.

Attachment G – Expiring Contracts Report
Refer to Excel attachment.

Attachment H – Draft Terms Sheet
Refer to Word attachment.