



**ACT**  
Government

Territory and Municipal Services

Our Ref: DGC15/049

Mr Shane Rattenbury MLA  
Minister for Territory and Municipal Services  
Legislative Assembly Building  
GPO Box 1020  
CANBERRA ACT 2601

Dear Minister

## **Mugga Landfill Review**

In October 2014 I commissioned an independent review by PwC, into the circumstances surrounding the earlier than expected consumption of landfill capacity at Mugga Lane. I submit PwC's report for your consideration.

The report makes the following key findings:

- There is a lack of clarity in relation to roles, responsibilities and processes within ACT NOWaste, with uncertainty around responsibility for monitoring landfill consumption and forecasting remaining landfill capacity, and how those processes are to be undertaken;
- Overall landfill consumption monitoring and forecasting practices within ACT NOWaste have not been robust or well documented;
- There are long-standing capacity and capability issues from a staffing perspective within ACT NOWaste that need to be addressed in order to avoid future contract management failures;
- There is a need for increased communication between ACT NOWaste and Remondis (the landfill contractor), including an increased onsite presence by ACT NOWaste to assist in understanding and managing operational site issues;
- An increased use of external landfill specialists by ACT NOWaste appears necessary, at least in the short-term, to provide advice and assist in the management of onsite landfill practices; and
- ACT NOWaste should seek clarification regarding the level of clean fill used in the landfill.

ACT NOWaste has made significant progress in addressing these findings:

- Responsibility for landfill consumption and forecasting has been assigned to a specific officer in the Contracts Section, who also manages the landfill operations contract;
- Work has begun on better aligning the organisational structure with service delivery;
- Processes are being developed and significant work has been done to ensure the accuracy of landfill survey and capacity estimation, including the use of aerial (drone) surveying;
- The current landfill operations contract is being reviewed, and expert technical advice is being sourced to inform the design of the next contract, and to clarify questions around the level of cover material being used at the landfill; and
- ACT NOWaste has increased its onsite presence with a focus on improving communication and engagement with the contractor.

Further, in January 2015, on receiving the report, I asked a series of questions to which I sought further clarification. These questions, and subsequent answers, are attached.

It is important now that the recommendations continue to be implemented to see ongoing improvement in the management and performance of the Mugga Lane Resource Management Centre. As such, I have asked the Executive Director Business Enterprises and Director NOWaste to brief me on a regular basis on the progress in achieving this outcome.

Yours sincerely



Gary Byles  
Director-General

17 February 2015