

# Joint Board and Audit Committee Meeting Agenda

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**Date:** 21/11/2019

**Time:** 5.00pm

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**Venue:** NAWMA Boardroom: 71-75 Woomera Avenue, Edinburgh Park

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## 1. Present

## 2. Apologies

## 3. Disclosure of Conflicts

### Conflicts of Interest

That all members of the Board declare that they have read and considered all papers circulated within this agenda and had no known conflict of interest or potential conflict of interest with respect to those matters. If a conflict becomes apparent during discussion, then the member will declare at that time.

*Confidentiality Statement to be discussed and reviewed in Matters Arising From The Minutes*

## 4. Confirmation of Minutes

**Recommended:** That the Minutes of the Northern Adelaide Waste Management Authority Board Meeting held on Thursday, 19 September 2019 be received, confirmed and adopted.

**Recommended:** That the Minutes of the Northern Adelaide Waste Management Authority Audit Committee Meeting held on Thursday, 12 September 2019 be received and noted.

## 5. Matters Arising From The Minutes

- 5.1 Legal Advice (Confidentiality Statement)
- 5.2 Education Outcomes
- 5.3 Pooraka (Research Road) Transfer Station Upgrade update (verbal only)
- 5.4 Capital Works Program Summary

## 6. Questions Without Notice

## 7. NAWMA Management and Administration Report

### Reports for Decision

- 7.1. 2020 Meeting Dates
- 7.2. EPA correspondence
- 7.3. GISA Infrastructure Grant Applications
- 7.4. 2019/2020 Budget Review One (1)
- 7.5. 2018/2019 Regulation Ten (1) Report
- 7.6. Confidential Items Register

### Reports for Information

- 7.7. October 2019 International Travel
- 7.8. 2019/2020 Annual Business Plan progress report
- 7.9. Operational Report – Collections, Processing and Disposal
- 7.10. Operational Report – Recycling and Resource Recovery
- 7.11. WHS Steering Committee Minutes



## **8. Confidential Items**

- 8.1 EfW progress update
- 8.2 Contract Update (Norske)
- 8.3 Food and Garden Organics (FOGO) Modelling
- 8.4 CEO Performance and Development Committee Report
- 8.5 Independent Chair Position Renewal
- 8.6 LGRS 2019 Risk Evaluation Report

## **9. Other Business**

### **10. Next Meeting of the Board and Audit Committee**

The next meeting of the Board is to be confirmed.





# Minutes of the Board of Northern Adelaide Waste Management Authority

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**Date:** 19/09/2019

**Time:** 5.02pm

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**Venue:** NAWMA Boardroom: 71-75 Woomera Avenue, Edinburgh Park

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## Welcome

### 1. PRESENT

Mr Brian Cunningham	Independent Chairperson
Mr Sam Green	City of Playford
Ms Grace Pelle	City of Playford
Cr Shirley Halls	City of Playford
Mr Charles Mansueto	City of Salisbury
Cr Julie Woodman	City of Salisbury
Cr Graham Reynolds	City of Salisbury
Cr Paul Koch	Town of Gawler
Cr Paul Little	Town of Gawler

### 2. IN ATTENDANCE

Mr Adam Faulkner	Chief Executive Officer
Mr Danial Dunn	Resource Recovery Manager
Ms Amy Quintrell	Executive Assistant
Ms Rachel Zhou	Finance Manager
Mr Eddie Christopoulos	Collections and Processing Manager
Cr Diane Fraser	Town of Gawler

### APOLOGIES

Mr Henry Inat	Town of Gawler
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### 3. DISCLOSURE OF CONFLICTS

Declaration of the following;

#### Conflicts of Interest

That all members of the Board declare that they have read and considered all papers circulated within this agenda and had no known conflict of interest or potential conflict of interest with respect to those matters. If a conflict becomes apparent during discussion, then the member will declare at that time.

***Independent Chairperson declared a material conflict on Agenda Item 7.7 due to his position as Chair and will leave the meeting for this item.***

***Mr Mansueto declared a material conflict on Agenda Item 7.5 due to his position within Council and will leave the meeting for this item.***

***Cr Woodman declared a material conflict on Agenda Item 7.5 due to her position within Council and will leave the meeting for this item.***

***Cr Reynolds declared a material conflict on Agenda Item 7.5 due to his position within Council and will leave the meeting for this item.***



### Confidentiality Statement

That all members of the Board declare that they will keep all matters tabled for discussion at this meeting confidential until it is provided to the meeting in the first instance and subsequently when it is appropriate for matters to be released to the public generally.

***Management to provide written legal advice to the Board around the wording of the Confidentiality Statement at the next meeting of the Board***

#### 4. CONFIRMATION OF MINUTES

Moved Cr Woodman that the Minutes of the Northern Adelaide Waste Management Authority Board Meeting held on Wednesday, 3 July 2019 be received, confirmed and adopted.

Seconded Cr Reynolds **Carried**

Moved Cr Woodman that the Circular Resolution of the Northern Adelaide Waste Management Authority Board distributed on Thursday, 1 August 2018, be received, confirmed and adopted.

Seconded Cr Reynolds **Carried**

Moved Cr Woodman that the Minutes of the Northern Adelaide Waste Management Authority Audit Committee Meeting held on Tuesday, 2 July 2019 be received and noted.

Seconded Cr Reynolds **Carried**

#### 5. MATTERS ARISING FROM THE MINUTES

##### 5.1. Financial Anomalies Update

Moved Cr Halls that the Report is received and noted.

Seconded Cr Little **Carried**

##### 5.2. Education Report

Moved Mr Green that the Report is received and noted.

Seconded Cr Halls **Carried**

#### 6. QUESTIONS WITHOUT NOTICE

Nil

#### 7. NAWMA MANAGEMENT AND ADMINISTRATION REPORT

##### Reports for Decision

##### 7.1. 2018/2019 Draft Balance Date Audit Report

Moved Mr Mansueto that the Report is received and noted and the HLB Mann Judd report is approved by the NAWMA Board.

Seconded Ms Pelle **Carried**

##### 7.2. 2018/2019 Draft Financial Statements

Moved Cr Woodman that:

1. The Audited Model Financial Statements 2018-19 are received and adopted by the Board, and
2. The Board give approval for the Independent Chairman and CEO to sign the Audited Model Financial Statements, and the Management Representation letter to HLB Mann Judd, and;
3. The Board give approval for the Audited Model Financial Statements to be distributed to Constituent Councils.

Seconded Cr Little **Carried**

##### 7.3. Schedule of Constituent Council Interest in Net Assets for FY19

Moved Cr Halls that the Board accept the agreed proportion of the Constituent Council's Interest in Net Assets for the year ended 30 June 2019 as follows:

- Town of Gawler 9.88%



- City of Playford 34.57%
  - City of Salisbury 55.55%
- Seconded Cr Koch **Carried**

#### 7.4. Capital Works Program Summary

Moved Cr Koch that the Report is received and noted  
Seconded Ms Pelle **Carried**

*Mr Mansueto left the meeting at 5.27pm*

*Cr Woodman left the meeting at 5.27pm*

*Cr Reynolds left the meeting at 5.27pm*

#### 7.5. Pooraka (Research Road) Resource Recovery Centre Upgrade

Moved Mr Green that:

1. The Board endorse the preferred Pooraka (Research Road) Resource Recovery Centre Capital Upgrade as contained in the Body of the Report and Attachments 7.5.1 and 7.5.2, and
2. The Board authorise the Independent Chairperson and Chief Executive Officer to enter into a loan agreement with the Local Government Finance Authority for a minimum of \$594,598.00 with a 10% contingency, and
3. The Board endorse the Chief Executive Officer writing to City of Salisbury outlining the preferred upgrade design, future proposed plans, and request for the full \$560,000 capital contribution, and;
4. The Board instruct the Chief Executive Officer to write to City of Salisbury and request a review of the Pooraka (Research Road) Resource Recovery Centre lease post Year One (1) of NAWMA operation of the site.

Seconded Cr Halls **Carried**

*Mr Mansueto returned to the meeting at 5.37pm*

*Cr Woodman returned to the meeting at 5.37pm*

*Cr Reynolds returned to the meeting at 5.37pm*

#### 7.6. Draft NAWMA Site Tour Policy

Moved Mr Mansueto that the Report is received and noted, and the Site Tour Policy and Terms and Conditions of Entry to NAWMA Sites as amended, are endorsed by the Board  
Seconded Cr Woodman **Carried**

*Independent Chair left the meeting at 5.50pm*

*Cr Koch assumed the role of Deputy Chair for Agenda Item 7.7*

#### 7.7. Independent Chair Position Renewal

Moved Mr Green that:

1. The Board nominate Mr Brian Cunningham for reappointment for two (2) years as the NAWMA Independent Chairperson at the expiry of this current term of office, and
2. The Deputy Chairperson authorise the Chief Executive Officer to write to each Constituent Council seeking to jointly approve the nomination of Mr Brian Cunningham for reappointment for two (2) years as the NAWMA Independent Chairperson at the expiry of this current term of office, and
3. A one-off eight (8) week interim extension period (from the date of this meeting) for Mr Brian Cunningham to continue in the Independent Chairperson be endorsed, and;
4. The Board be provided with information to consider the remuneration of the Independent Chair position via Circular Resolution.

Seconded Cr Little **Carried**

*Independent Chair returned to the meeting at 5.56pm and resumed the role of Chair*

#### Reports for Information

#### 7.8. Internal Resourcing

Moved Cr Halls that the Board approve the creation of an ongoing Education Support Officer



position as well as the backfilled vacancy Business Traineeship for a young person from the local community.

Seconded Mr Green **Carried**

#### **7.9. CEO Performance and Development Committee Report**

1. Moved Cr Halls that the Northern Adelaide Waste Management Authority Board recommend that pursuant to Section 90(2) and (3) of the Local Government Act 1999, the Northern Adelaide Waste Management Authority orders that the public be excluded from the meeting on the basis that the Northern Adelaide Waste Management Authority Board will receive, discuss and consider:

(a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead);

And the Northern Adelaide Waste Management Authority Board is satisfied that, the principle that the meeting should be conducted in a place open to the public, has been outweighed by the need to keep the receipt/discussion/consideration of the report, minutes and attachments confidential

Seconded Cr Woodman **Carried**

#### ***Confidential Resolution removed***

3. Moved Mr Green that under Section 91(7) and (9) of the Local Government Act 1999 the Northern Adelaide Waste Management Authority Board orders that the report, minutes and attachments be kept confidential for a period not exceeding 12 months, after which time the order will be reviewed

Seconded Cr Woodman **Carried**

4. Moved Cr Woodman that the meeting moves out of confidence

Seconded Cr Koch **Carried**

#### ***Cr Fraser left the meeting at 6.12pm and did not return***

#### **7.10. CEO Remuneration Review**

1. Moved Cr Woodman that the Northern Adelaide Waste Management Authority Board recommend that pursuant to Section 90(2) and (3) of the Local Government Act 1999, the Northern Adelaide Waste Management Authority orders that the public be excluded from the meeting on the basis that the Northern Adelaide Waste Management Authority Board will receive, discuss and consider:

(a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead);

And the Northern Adelaide Waste Management Authority Board is satisfied that, the principle that the meeting should be conducted in a place open to the public, has been outweighed by the need to keep the receipt/discussion/consideration of the report, minutes and attachments confidential

Seconded Cr Koch **Carried**

#### ***Confidential Resolution removed***

3. Moved Cr Little that under Section 91(7) and (9) of the Local Government Act 1999 the Northern Adelaide Waste Management Authority Board orders that the report, minutes and attachments be kept confidential for a period not exceeding 12 months, after which time the order will be reviewed

Seconded Cr Koch **Carried**

4. Moved Cr Koch that the meeting moves out of confidence

Seconded Cr Halls **Carried**

#### **7.11. 2018/2019 Draft Annual Report**

Moved Cr Woodman that the Report is received and noted, and the Draft 2018/2019 Annual Report is endorsed for publication and distribution

Seconded Mr Mansueto **Carried**



**7.12. Operational Report – Collections, Processing and Disposal**

Moved Cr Koch that the Report is received and noted and the BMCC Minutes of the 5 August 2019 meeting are received and noted.

Seconded Cr Little **Carried**

**7.13. Operational Report – Recycling and Resource Recovery**

1. Moved Cr Reynolds that the Northern Adelaide Waste Management Authority Board recommend that pursuant to Section 90(2) and (3) of the Local Government Act 1999, the Northern Adelaide Waste Management Authority orders that the public, with exception of the Northern Adelaide Waste Management Authority staff present, be excluded from the meeting on the basis that the Northern Adelaide Waste Management Authority Board will receive, discuss and consider:

(d) commercial information of a confidential nature (not being a trade secret) the disclosure of which –

(i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and

(ii) would, on balance, be contrary to public interest;

And the Northern Adelaide Waste Management Authority Board is satisfied that, the principle that the meeting should be conducted in a place open to the public, has been outweighed by the need to keep the receipt/discussion/consideration of the report confidential

Seconded Ms Pelle **Carried**

2. Moved Ms Pelle that the Report is received and noted.

Seconded Cr Woodman **Carried**

3. Moved Cr Koch that under Section 91(7) and (9) of the Local Government Act 1999 the Northern Adelaide Waste Management Authority Board orders that the report be kept confidential for a period not exceeding 12 months, after which time the order will be reviewed

Seconded Cr Woodman **Carried**

4. Moved Cr Little that the meeting moves out of confidence

Seconded Cr Koch **Carried**

**7.14. WHS Steering Committee Minutes (latest)**

Moved Cr Koch that the Report is received and noted.

Seconded Mr Mansueto **Carried**

**8. OTHER BUSINESS****8.1. Waste Levy Increase Study – Centre for Economic Studies**

1. Moved Cr Reynolds that the Northern Adelaide Waste Management Authority Board recommend that pursuant to Section 90(2) and (3) of the Local Government Act 1999, the Northern Adelaide Waste Management Authority orders that the public, with exception of the Northern Adelaide Waste Management Authority staff present, be excluded from the meeting on the basis that the Northern Adelaide Waste Management Authority Board will receive, discuss and consider:

(d) commercial information of a confidential nature (not being a trade secret) the disclosure of which –

(i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and

(ii) would, on balance, be contrary to public interest;

And the Northern Adelaide Waste Management Authority Board is satisfied that, the principle that the meeting should be conducted in a place open to the public, has been outweighed by the need to keep the receipt/discussion/consideration of the minutes, report and attachment confidential

Seconded Cr Woodman **Carried**

***Confidential Resolution removed***

3. Moved Cr Woodman that under Section 91(7) and (9) of the Local Government Act 1999 the Northern Adelaide Waste Management Authority Board orders that the minutes, report and



attachment be kept confidential for a period not exceeding 12 months, after which time the order will be reviewed

Seconded Cr Halls                      **Carried**

4. Moved Cr Woodman that the meeting moves out of confidence

Seconded Cr Halls                      **Carried**

***Cr Little left the meeting at 6.42pm and did not return***

**8.2. Prospective Client Council**

The CEO provided a verbal update on recent discussions with a prospective Client Council.

**8.3. Joint Meeting of NAWMA Audit Committee and Board**

The CEO suggested the scheduled November Board Meeting be held as a joint meeting of the Board and NAWMA Audit Committee. The Board agreed and an updated invitation will be distributed to both parties.

**9. NEXT MEETING OF THE BOARD**

The next meeting of the Board is to be held on Thursday 21 November 2019 at 4.00pm at NAWMA Boardroom: 71-75 Woomera Avenue, Edinburgh Park

**10. CLOSURE OF THE MEETING**

The meeting closed at 6.54pm







## Minutes of the Audit Committee of Northern Adelaide Waste Management Authority

**Date:** 12/09/2019

**Time:** 8.02am

**Venue:** Brian Cunningham's Boardroom – Level 11/147 Pirie Street Adelaide and by Teleconference (Committee dialled in via 08 8128 0601)

### Welcome

#### 1. PRESENT

Mr Peter Brass	Independent Chairperson (via telephone)
Mr Charles Mansueto	Committee Member (via telephone)
Cr Graham Reynolds	Committee Member (via telephone)
Mr Mark Labaz	Committee Member
Mr Mark McAllister	Committee Member (via telephone)

#### 2. IN ATTENDANCE

Mr Adam Faulkner	Chief Executive Officer
Ms Amy Quintrell	Executive Assistant
Mrs Rachel Zhou	Finance Manager
Mr Jon Colquhoun	External Auditor - HLB Mann Judd (via telephone)
Mr John Jovicevic	External Accountant - Dean Newbery & Partners

#### APOLOGIES

Mr Brian Cunningham	Ex-Officio Member
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#### 3. DISCLOSURE OF CONFLICTS

Declaration of the following;

##### Conflicts of Interest

That all members of the Audit Committee declare that they have read and considered all papers circulated within this agenda and had no known conflict of interest or potential conflict of interest with respect to those matters. If a conflict becomes apparent during discussion, then the member will declare at that time.

*Mr Mansueto declared a perceived conflict in Agenda Item 7.3*

*Cr Reynolds declared a perceived conflict in Agenda Item 7.3*

##### Confidentiality Statement

That all members of the Audit Committee declare that they will keep all matters tabled for discussion at this meeting confidential until it is provided to the meeting in the first instance and subsequently when it is appropriate for matters to be released to the public generally.



#### 4. CONFIRMATION OF MINUTES

Moved Mr Labaz that the Minutes of the Northern Adelaide Waste Management Authority Audit Committee held on Tuesday 2 July 2019 be received, confirmed and adopted.

Seconded Cr Reynolds **Carried**

*Agenda Items 7.1 and 7.2 moved to the start of the meeting with Chair and Committee approval*

##### 7.1 2018/2019 Draft Balance Date Audit Report

Moved Mr Mansueto that the Report is received and noted and endorsed for presentation to the NAWMA Board at the scheduled 19 September 2019 Board Meeting, and the Committee note that the reassessment of the post closure capping provisions are undertaken every two (2) years, increasing frequency to annually as the end of the life of the Uleybury Landfill draws closer. This will be reflected in Note 1 of the Final Financial Statements.

Seconded Mr McAllister **Carried**

##### 7.2 2018/2019 Draft Financial Statements

Moved Mr McAllister that the Draft Audited Financial Statements for the year ended 30 June 2019 be received and forwarded to the NAWMA Board for adoption

Seconded Mr Labaz **Carried**

*Mr Colquhoun left the meeting at 8.23am*

#### 5. BUSINESS ARISING

##### 5.1 Financial Anomalies update

Moved Mr Mansueto that the Report is received and noted.

Seconded Cr Reynolds **Carried**

#### 6. WORK PROGRAM

##### 6.1. Work Program

Moved Mr Labaz that the Report is received and noted.

Seconded Cr Reynolds **Carried**

#### 7. GENERAL BUSINESS

##### 7.3 Schedule of Constituent Council Interest in Net Assets for FY19

Moved Mr McAllister that the Audit Committee accept the agreed proportion of the Constituent Councils Interest in Net Assets for the year ended 30 June 2019 as follows:

- Town of Gawler 9.88%
- City of Playford 34.57%
- City of Salisbury 55.55%

Seconded Mr Mansueto **Carried**

##### 7.4 2018/2019 Draft Annual Report

The Committee will consider this Item under Circular Resolution upon distribution of the electronic Annual Report file via WeTransfer.

##### 7.5 Financial System Transition Progress Update

Moved Cr Reynolds that the Report is received and noted.

Seconded Mr Mansueto **Carried**



**7.6 2018/2019 Committee Self-Assessment Evaluation**

Moved Cr Reynolds that the Report is received and noted.

Seconded Mr Labaz                    **Carried**

*Chair left the meeting at 8.44am*

*Mr McAllister assumed the role of Chair with Committee approval*

*Chair returned to the meeting at 8.46am and resumed the role of Chair*

**7.7 Capital Works Summary**

Moved Cr Reynolds that the Report is received and noted.

Seconded Mr Mansueto            **Carried**

**8. OTHER BUSINESS**

The CEO provided a verbal update on the recent movements in the South Australian Recycling Industry.

**9. NEXT MEETING OF THE AUDIT COMMITTEE**

The next meeting of the Audit Committee is to be a joint meeting with the NAWMA Board with the meeting date confirmed post discussion at scheduled 19 September 2019 NAWMA Board Meeting.

**10. CLOSURE OF THE MEETING**

The meeting closed at 8.57am





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## Agenda Item 5.1

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**Report Subject:** Legal Advice (Confidentiality Statement)      **Report Author:** Chief Executive Officer

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**Meeting Date:** 21 November 2019      **Report Type:** Information report (governance)

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**Attachments:** Nil

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### Purpose of the Report

To provide the Board with legal advice received from Kelledy Jones regarding the Confidentiality Statement on the Agenda of each meeting of the Board.

### Background

At the meeting of 19 September 2019, a Board Director queried the legitimacy and intent of the Confidentiality Statement that appears on each Agenda of scheduled Board Meetings. The Chief Executive Officer advised that Management would seek legal advice and present back to the Board at the next scheduled Board Meeting.

### Report

NAWMA Management reached out to Kelledy Jones, a Local Government specialist law firm, to seek advice on the above-mentioned Confidentiality Statement. Advice received from Kelledy Jones Lawyer Tracy Riddle as follows:

*It is our advice that while there is no statutory requirement for the Statement to be included in the Agenda to give effect to these duties and obligations for members, it does serve as a useful reminder of a Board members' obligations under clause 7.4.15 of the NAWMA Charter October 2015. However, we would recommend the Statement be re-drafted, to ensure consistency with the provisions of the Charter. We recommend that if the Statement is to be retained, it be amended as follows:*

*Members of the Board are reminded of their obligations under clause 7.4.15 of the NAWMA Charter to keep confidential documents and any information provided to them on a confidential basis for their consideration prior to a meeting of the Board, until such time as these matters have been considered and the Board determines that they are appropriate to be released to the public generally*

For information, Clause 7.4.15 of the NAWMA Charter reads as follows:

*All Board Members must keep confidential all documents and any information provided to them on a confidential basis for their consideration prior to a meeting of the Board*



## RECOMMENDATION

That the Report is received and noted, and the Confidentiality Statement be presented as follows on each future Board Agenda:

*Members of the Board are reminded of their obligations under clause 7.4.15 of the NAWMA Charter to keep confidential documents and any information provided to them on a confidential basis for their consideration prior to a meeting of the Board, until such time as these matters have been considered and the Board determines that they are appropriate to be released to the public generally*







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## Agenda Item 5.4

<b>Report Subject:</b>	Capital Works Program Summary	<b>Report Author:</b>	Chief Executive Officer
<b>Meeting Date:</b>	21 November 2019	<b>Report Type:</b>	Information report (finance, operational)
<b>Attachments:</b>	5.4.1 – Multicriteria Analysis		

### Purpose of the Report

To provide the Board and Audit Committee with a summary of the forecast Capital and Operational Improvement Projects using a Multicriteria Analysis (MCA) scorecard.

### Background

NAWMA is in a period of significant growth and change. Through the implementation of NAWMA's adopted Strategic Plan 2018-2025 and other Board Resolutions, in addition to some operational requirements, there are 10 significant projects that are either being implemented, being investigated/modelled, or are future capital improvement opportunities.

It is hoped that this Report gives the Board a better understanding of the whole-of-NAWMA picture in order to critically assess the Authorities financial position and risk appetite.

### Report

This Report will remain on the agenda as a standing item and be updated as progress is made of the number of projects listed.

The MCA (appended at 5.4.1) remains unchanged from the presentation at 19 September 2019 Board Meeting but is attached for the reference of the Board and Audit Committee.

### RECOMMENDATION

**That the Report is received and noted.**



NAWMA Major Projects		1. Kerbside Food Organics Garden Collection (FOGO) Rollout		2. MRF Robotics		3. MRF Glass Recovery		4. Pooraka Upgrade		5. Uleybury Eastern Expansion	
Brief description		Rollout of approximately 30,000 FOGO bins to households that haven't opted into voluntary scheme		Artificially trained robotic that identifies and picks missed recyclables in the MRF waste line		Retrieves and cleans up small glass fraction that is currently going to landfill from MRF		A requirement of SAFE Work SA Prohibition Notice issued on CoS (transferred to NAWMA), and lease		Civil improvements to the Eastern Wall will gain 60,000 cubic metres of airspace (approx. 6 months)	
Base Criteria	Weighting	Comments	Score (1-5)	Comments	Score (1-5)	Comments	Score (1-5)	Comments	Score (1-5)	Comments	Score (1-5)
<b>LANDFILL DIVERSION &amp; RESOURCE RECOVERY</b>	<b>25</b>		<b>20</b>		<b>21</b>		<b>25</b>		<b>11</b>		<b>5</b>
Landfill diversion performance (from current BAU)	20	Will improve diversion, however will also generate new organic waste	4	Estimated between 5-8% yield improvement	4	Estimated up to 15% yield improvement	5	Estimated 5% additional diversion through better design and operation	2	NA	1
Consistency with waste hierarchy and value added products	5	Very consistent	4	Very consistent	5	Very consistent	5	Moderately consistent	3	Not consistent	1
<b>SERVICE / COMMUNITY IMPACT</b>	<b>15</b>		<b>8</b>		<b>9</b>		<b>10</b>		<b>5</b>		<b>2</b>
Service level and access to waste facilities for community / Constituent Councils	15	Consistent access to 3 bin system for entire community	4	Improved service level through waste diversion and reputation enhancement	3	Improved service level through waste diversion and reputation enhancement	3	Significantly improved service levels for Constituent Councils, community, residents	5	Additional airspace allows lengthened access to Uleybury Balefill & Renewable Energy Park	4
<b>COSTS</b>	<b>40</b>		<b>4</b>		<b>3</b>		<b>3</b>		<b>5</b>		<b>4</b>
Net cost to NAWMA (including capital & operating costs, collection costs, revenues)	15	Bin asset costs pass through to Constituent Councils over life of asset (7-10 years), as will opex (collections). Significant reduction in RRC green waste dumping revenue modelled	1	Capex funded through borrowings and GISA grant (50:50). ROI less than 4 years	4	Capex funded through borrowings and GISA Grant (50:50). ROI less than 2.5 years	5	Capex funded through CoS contribution (fixed) and NAWMA borrowings. Some opex savings through reduced transport. Net breakeven over lease	1	Civil works funded through opex. Approximate 6mo airspace gain for considerable outgoings. Final cost modelling being developed	1
Net cost per tonne of waste diverted	10	Capex, Opex, reduced revenue results in high cost per tonne diverted	2	ROI brings down net cost per tonne diverted	4	ROI brings down net cost per tonne diverted	5	Modelled 5% diversion for high capital upgrade	2	No diversion	1
Scale of Capital investment required (5 = minimal, 1 - significant / major investment)	5		2		2		1		2		3
Opportunity for grant funding (GISA/Fed/CRC)	10	\$25/household over 5 years	4	\$0.5M funding secured	5	\$0.5M funding secured	5	Fixed funding from CoS as part of lease agreement	2	NA	0
<b>ENVIRONMENTAL IMPACTS</b>	<b>20</b>		<b>9</b>		<b>15</b>		<b>16</b>		<b>7</b>		<b>5</b>
Compliance with state policy, regulation and Waste Strategy	5	Would bring NAWMA Councils into line with best practice 3 bin system	3	In line with State Waste Strategy, and advanced remanufacturing intent	4	In line with State Waste Strategy, and advanced remanufacturing intent	4	A requirement of SAFE Work SA Prohibition Notice issued on CoS (transferred to NAWMA)	5	NA	2
Carbon impact (landfill emissions, transport and processing emissions & product benefits)	5	Less methane emissions from organics in landfill, more collection truck movements, will generate additional garden waste	3	Lowering landfill emissions	5	Lowering landfill emissions	4	Less truck movements through upgrade consolidating wastes	3	More landfilling, more emissions, albeit captured and converted to electricity	2
Sustainability of project benefits (e.g. social or community service)	5	Long term gains, and increased access of services for all community	3	High sustainability and community benefits	4	High sustainability and financial benefits	4	Improved community facility	3	Longer landfill life as community asset	1
Impact on surrounding community (noise, dust, odour, traffic)	5	Additional truck movements	2	DA approved no impact on surrounding landowners	4	DA approved no impact on surrounding landowners	4	Improvements will reduce traffic movements and access	4	Localised community impact from utilising all of DA approved landfill life (2027)	1
<b>TOTAL WEIGHTED SCORES</b>	<b>100</b>		<b>52</b>		<b>65</b>		<b>70</b>		<b>43</b>		<b>22</b>

NAWMA Major Projects	6. Education Centre (Woomera)		7. Landfill Alternative Diligence		8. Fleetmax		9. Repair/Revolve Community Centre (Pooraka)		10. MRF Expansion	
Brief description	Retrofitting existing education centre from a school classroom to an adult learning space		Feasibility into technology solution to process non-recyclable waste post-Uleybury		Contemporary in-fleet truck technology to identify bin lift service exceptions in real-time		A future project to install a social enterprise repair café style revolve centre		MRF shed extension required to house the robotic and glass recovery upgrades	
Base Criteria	Comments	Score (1-5)	Comments	Score (1-5)	Comments	Score (1-5)	Comments	Score (1-5)	Comments	Score (1-5)
<b>LANDFILL DIVERSION &amp; RESOURCE RECOVERY</b>		<b>16</b>		<b>22</b>		<b>15</b>		<b>16</b>		<b>20</b>
Landfill diversion performance (from current BAU)	Behaviour change could result in 1-2% diversion uplift	3	Potential to divert 80-90% of residual waste	5	Estimated 1% diversion uplift through real time identification of contamination	3	A repair/evolve centre could divert approximately 2-4% of waste	3	Expansion required to allow for Robotics and Glass Fines Recovery projects	4
Consistency with waste hierarchy and value added products	Very consistent	4	Lower consistency	2	Consistent	3	Very consistent	4	Very consistent	4
<b>SERVICE / COMMUNITY IMPACT</b>		<b>7</b>		<b>7</b>		<b>6</b>		<b>7</b>		<b>8</b>
Service level and access to waste facilities for community / Constituent Councils	Improved community asset to influence behaviour change and ownership	5	Long term diligence could result in a new asset for the community	3	Real time access to service-events from household collections could improve service levels	4	Potential new community asset to drive repair, recycling, knowledge sharing	5	Improved service level through waste diversion and reputation enhancement, while future proofing the MRF	5
<b>COSTS</b>		<b>5</b>		<b>3</b>		<b>4</b>		<b>5</b>		<b>5</b>
Net cost to NAWMA (including capital & operating costs, collection costs, revenues)	Improvements funded through budget	3	Diligence (consulting) funded through consulting budget. Diligence will be investment into potential significant asset in 5-7 years	1	Investment funded by Suez, with NAWMA contribution (25%) funded through variation in lift price	2	Funds not secured	3	Funded by borrowings and GISA grant 50:50	3
Net cost per tonne of waste diverted	Minor investment in resource for community behaviour change	3	Minor investment in diligence phase	3	Investment amortised over Contract life for minor diversion	4	High diversion potential for moderate investment (potential for co-investment from social enterprise sector)	3	Housing Robotics and Glass Recovery Plant	4
Scale of Capital investment required (5 = minimal, 1 = significant / major investment)		5		4		4		2		2
Opportunity for grant funding (GISA/Fed/CRC)	Possible funding through GISA	2	Funding requested from Senate Inquiry, with follow up to Treasurer	0	Cofunded by Suez	2	Possible funding through GISA	2	\$0.5M funding secured	5
<b>ENVIRONMENTAL IMPACTS</b>		<b>13</b>		<b>8</b>		<b>12</b>		<b>10</b>		<b>14</b>
Compliance with state policy, regulation and Waste Strategy	In line with State Waste Strategy	3	Waiting for EPA Final Position Paper on this technology option	2	In line with State Waste Strategy	3	In line with State Waste Strategy	4	In line with State Waste Strategy	4
Carbon impact (landfill emissions, transport and processing emissions & product benefits)	Zero carbon impact as using sustainable/circular products	3	Potential to significantly minimise/zero landfill emissions	4	Better operational efficiencies to optimise collection routes means less truck travel time on roads	3	Untested	3	Allows for landfill lowering upgrades to occur	4
Sustainability of project benefits (e.g. social or community service)	Improved community (adult education) facility	3	Potential for multi generational landfill diversion asset for community/region	4	Provides real time access to bin lift events for improved community interaction	3	Would prove to be a new community asset for training/skilling/employment for supported workers	4	Overall improved community asset	3
Impact on surrounding community (noise, dust, odour, traffic)	Nil.	5	Diligence wont impact anyone. Any eventual asset would negate need for landfill	4	Better operational efficiencies to optimise collection routes means less truck travel time on roads	3	Untested, but impacts would be minimal or nil	4	DA approved no impact on surrounding landowners	3
<b>TOTAL WEIGHTED SCORES</b>		<b>55</b>		<b>54</b>		<b>49</b>		<b>53</b>		<b>61</b>



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## Agenda Item 7.1

<b>Report Subject:</b> 2020 Meeting Dates	<b>Report Author:</b> Chief Executive Officer
<b>Meeting Date:</b> 21 November 2019	<b>Report Type:</b> Decision report (governance)
<b>Attachments:</b> Nil	

### Purpose of the Report

To provide the Audit Committee and Board with an opportunity to review the 2020 meeting schedules.

### Background

In accordance with Clause 7.4.10 of the NAWMA Charter

*Meetings of the Board will be held at such time and such place as the Board decides subject only to the requirement that there will be at least one meeting in every two calendar months*

In accordance with Clause 4.1 of the NAWMA Audit Committee Terms of Reference

*The Audit Committee shall meet at least 4 times each year at least once per quarter at appropriate times in the budgeting and financial reporting cycle and otherwise as required*

### Report

In preparation for 2020, NAWMA Administration have stepped out the statutory requirements for the calendar year. The meetings of the Audit Committee have been scheduled to take place one week prior to the Board to ensure accurate information is shared between the two bodies.

The number of joint Audit Committee and Board meetings has increased from one (1) meeting per calendar year to two (2) meetings per calendar year based on the feedback received from both parties.

### Audit Committee

Administration have scheduled all Audit Committee Meetings to take place on a Thursday morning at 8am. The locations are proposed to alternate (where possible) between Brian Cunningham's CBD Boardroom and NAWMA's Boardroom to accommodate both Independent Members and Board Directors.

Meeting Date	Requirements	Location
Thursday 20 February 2020	BR2 + Draft 20/21 Budget	Brian Cunningham's Boardroom
Thursday 30 April 2020*	BR3 + Draft Annual Plan	NAWMA Boardroom
Thursday 18 June 2020	Budget + Annual Plan adoption	Brian Cunningham's Boardroom
Thursday 10 September 2020	Audited Financials + Annual Report	Brian Cunningham's Boardroom
Thursday 26 November 2020*	BR1 (20/21)	NAWMA Boardroom

*\*This meeting is a joint meeting of the NAWMA Board and Audit Committee*



## Board

Administration have scheduled all Board meetings to take place on a Thursday at 4pm, as resolved by the Board at the July 2019 meeting. All meetings will be held in the NAWMA Boardroom for convenience.

Meeting Date	Requirements	Location
Thursday 27 February 2020	BR2 + Draft 20/21 Budget	NAWMA Boardroom
Thursday 30 April 2020*	BR3 + Draft Annual Plan + Budget	NAWMA Boardroom
Thursday 25 June 2020	Budget + Annual Plan adoption	NAWMA Boardroom
Thursday 17 September 2020	Audited Financials + Annual Report	NAWMA Boardroom
Thursday 26 November 2020*	BR1 (20/21)	NAWMA Boardroom

*\*This meeting is a joint meeting of the NAWMA Board and Audit Committee*

The Administration welcome any feedback on the above schedule from the Audit Committee and Board. All dates, times and venues will be distributed via electronic diary appointments upon confirmation.

## RECOMMENDATION

**That the Report is received and noted, and the Audit Committee and Board endorse the proposed dates of the 2020 meetings**



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## Agenda Item 7.2

<b>Report Subject:</b> EPA Correspondence	<b>Report Author:</b> Chief Executive Officer
<b>Meeting Date:</b> 21 November 2019	<b>Report Type:</b> Decision report (operational)
<b>Attachments:</b> 7.2.1 – Copy of correspondence from EPA CEO Mr Tony Circelli	

### Purpose of the Report

To provide the Board and Audit Committee with an opportunity to discuss a request received from the Environment Protection Authority (EPA) South Australia on Thursday 10 October 2019.

### Background

In 2018 the South Australian Government announced a review of the Container Deposit Legislation (CDL). NAWMA's Chief Executive Officer was invited onto the EPA's high-level working group which has been tasked to inform the review and make recommendations to the EPA.

NAWMA also wrote a public submission where we recommended that, among other items, the refund amount be increased to \$0.20 and that other glass packaging (wine, spirits) be included in the Scheme. NAWMA's view is that these two elements, if implemented, will increase the value of the yellow bin recycling stream and also remove more glass from the recycling stream which improves quality.

On Thursday 3 October 2019, NAWMA Chief Executive Officer met with Mr Tony Circelli (EPA CEO) to discuss the current State Government review of the Container Deposit Scheme, among other matters.

On Thursday 10 October 2019, NAWMA received correspondence from Mr Circelli requesting NAWMA participate in a detailed study into the kerbside household yellow bin recycling stream as it related to CDL. The EPA have engaged Rawtec to undertake kerbside audits of Adelaide metropolitan councils, and have requested that NAWMA allow Rawtec access to our MRF, data, and material stream composition. The material balance survey will reportedly assist the EPA in developing options for a broader discussion paper estimated to be released in 2020.

### Report

Adelaide firm Rawtec, who NAWMA have worked with closely in the past, have been engaged to undertake the material balance survey on behalf of the EPA. In normal circumstances NAWMA would not hesitate in assisting the EPA with its knowledge building and information gathering, especially when they have engaged trusted independent consultants. However, given the current climate, there are several reasons that NAWMA's Administration has brought this to the Board for consideration, namely;

1. Intellectual Property; One of the specialist elements of NAWMA's MRF design and operation is designed around maximising CDL materials and revenue. With the EPA's intention to make the findings of the audits public (at least in summarised form) there is a possibility that others could obtain some of NAWMA's IP
2. Time/cost; at a time where it has never been so difficult to obtain a commercial result from running a MRF, the impost of time and operational disruption to allow for the MRF audit to be undertaken is material.

3. Level playing field; NAWMA is unsure if the other MRF operator in South Australia is being asked to participate in the audit

In saying the concerns above, NAWMA is very incentivised to assist the EPA in its research into expanding the CDL scheme as it has the potential to increase the value of the kerbside yellow bin recycling stream. The EPA have also intimated that it has powers under the Act to compulsory obtain this information. This has not been tested by NAWMA. To balance the benefits with the concerns, NAWMA's Chief Executive Officer proposes to draft a disclosure agreement to aim to control how the information is presented publicly, and also seek compensation from the EPA to cover the operational costs of the MRF Audit.

### **RECOMMENDATION**

**That the Board approve the participation of NAWMA in the EPA's CDS Review kerbside audit, subject to a satisfactory disclosure agreement being executed and satisfactory compensation being approved by the EPA**







EPA CE-19-0370

Mr Adam Faulkner  
Chief Executive Officer  
Northern Adelaide Waste Management Authority  
Box 10  
Mail Delivery Centre  
EDINBURGH NORTH SA 5113

Dear Adam

*Re: Seeking NAWMA assistance in the CDS Review*

Thank you for taking the time to meet on Thursday 3 October 2019 where we discussed the importance of accessing industry data to assist in the current State Government review of the Container Deposit Scheme (the Review).

The Government announced in January this year that it is committed to reviewing the CDS to ensure SA remains at the forefront of recycling and resource recovery, including the promotion of the circular economy, and increasing economic activity and creating jobs.

As you know, this objective, to investigate options to improve resource recovery system in South Australia, is supported by the national industry body, WMRR, by Local Government and also by NAWMA as reflected in the respective submissions to the scoping study.

The Review is progressing well with the EPA recently engaging Rawtec consultants to undertake a material balance survey to assist in developing options for a broader discussion paper (for release in 2020). A significant component of their work is to undertake a representative kerbside audit of Adelaide metropolitan councils. It would greatly increase the evidence and information gathered on kerbside resource recovery if NAWMA resource recovery data were to be included. This information would complement the Rawtec kerbside audit information and used to extrapolate data more confidently to broader metropolitan Adelaide. Rawtec has committed to providing their audit data by the end of the calendar year.

As discussed, I do appreciate the strong working relationship EPA has with NAWMA on policy related matters and hope that this can continue for this important Review. To this extent, the Rawtec study offers the opportunity for NAWMA to assist as an active partner in the Review.

Should NAWMA agree to participate, the type of information that may be used to inform the Review could include for example:

- a. the aggregated tonnages of waste and other material received at the Site;
- b. details that are known regarding the composition and the quantity of materials received and recovered;
- c. available information around material type, including but not limited to whether it is metal, glass, plastic (including if it is PET, HDPE and other), LPB (including if it is foiled and non-foiled), CDL or not etc;

- d. in the case of glass, an estimated proportion of glass that is whole, sorted or broken;
- e. the amount of residuals, and indication of its character/type;
- f. the immediate fate of the material transported from the site (for non CDS and CDS).

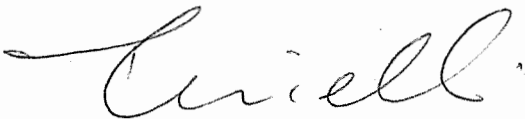
There is also the potential for us to collectively determine other targeted audits that would better characterise aggregated materials on the site (e.g. residuals, non-CDL glass etc) that would also greatly assist the review. The EPA would fund such audits subject to agreement. Should NAWMA agree to participate I'd suggest that the nature of data/information and /or targeted audits be determined by agreement of EPA, NAWMA and Rawtec.

Note that the EPA will protect any information provided by NAWMA and treat such information as commercial in confidence in accordance with S121 of the Environment Protection Act, 1993, which prohibits the publication or release (including freedom of information requests made in accordance with the Freedom of Information Act, 1991) of such information.

As mentioned during the meeting, I am also happy to meet with members of NAWMA's Board on the outcomes of the kerbside audits, and the issues you raised with me in relation to broader State Government / EPA policy and operational settings.

Please feel free to contact me if you have any issues and also please feel free to contact Kathryn Bellette, Director Strategy and Assessment, EPA on 8204 1967 or [kathryn.bellette@sa.gov.au](mailto:kathryn.bellette@sa.gov.au) regarding any detailed issues associated with the Review.

Yours sincerely



Tony Circelli

**CHIEF EXECUTIVE  
ENVIRONMENT PROTECTION AUTHORITY**

Date: 10/10/2019





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## Agenda Item 7.3

<b>Report Subject:</b>	GISA Infrastructure Grant Applications	<b>Report Author:</b>	Chief Executive Officer
<b>Meeting Date:</b>	21 November 2019	<b>Report Type:</b>	Decision report (financial, governance)
<b>Attachments:</b>	Nil		

### Purpose of the Report

To provide the Board and Audit Committee with an update on the recent Green Industries South Australia (GISA) Grant applications.

### Background

The Board and Audit Committee will recall that NAWMA have successfully lodged four (4) GISA Recycling Infrastructure Grant applications in the past two (2) calendar years, resulting in \$1.75M of funding for Material Recovery Facility (MRF) projects.

Due to a recent funding announcement, NAWMA are looking again to secure State Government matched (50:50) funds for critical infrastructure upgrades.

### Report

In October 2019 GISA announced a further grant funding round via its 2019-2020 Recycling Infrastructure Grants for Industry and Local Government.

NAWMA submitted two (2) applications:

1. Resource Recovery and Efficiency Upgrades to Research Road Resource Recovery Centre
2. Polystyrene Recycling for the Northern Region

### Resource Recovery and Efficiency Upgrades to Research Road Resource Recovery Centre

As part of NAWMA's operational acquisition of the Research Road Resource Recovery Centre, NAWMA has a commitment to upgrade and modernise the facility. In addition to City of Salisbury's mandated capital contribution (minimum \$466k, maximum \$560k) to the upgrade, NAWMA is seeking \$175k from Green Industries South Australia. Figure 01 below provides some further context for the grant application.

Due to the difficult operational profitability of this site (caused by the Lease of Agreement) NAWMA very much needs the \$175k grant contribution to compliment the City of Salisbury full capital contribution in order to achieve a satisfactory return on investment from the necessary capital upgrade.



**Figure 01: Project Summary and Grant Justification Resource Recovery and Efficiency Upgrades to Research Road Resource Recovery Centre**

<b>Project summary (please give a short description of the project, maximum 100 words)</b>			
NAWMA is proposing to upgrade the Research Road Resource Recovery Centre (RRRRC) in order to drive recycling and operational efficiencies targeting materials impacted by China SWORD and Landfill Bans (EP 2010). This proposed Project models enhanced resource recovery of approximately 1493 additional tonnes per annum, reduced truck movements by 66%, creation of an additional 2 FTE jobs, all while investing in critical resource recovery infrastructure in the Northern Region of Adelaide. The RRRRC Resource Recovery and Efficiency Upgrade Project will significantly improve the long-term viability of this public recycling site, while diverting significant organics, fibre, plastics, steel, and problem waste streams.			
<b>Proposed project start date:</b> 1 January 2020		<b>Proposed project commissioning date:</b> 26 June 2020	
<b>Budget summary (totals from section 3)</b>			
<b>Funding sought</b>	<b>Applicant Contribution</b>	<b>Other Funding sources</b>	<b>TOTAL COST</b>
\$ 175,000	\$ 513,588	\$ 466,000	\$1,154,588
<b>Please give a description of the project, why the project is needed and a summary of its objectives.</b>			
NAMWA is committed to investing in critical public recycling infrastructure in the Northern Region of Adelaide, which assists Green Industries South Australia deliver on the 10 – 30 forward forecast needs detailed in the <i>South Australia Waste and Resource Recovery Infrastructure Plan</i> . This Project is needed for the following reasons;			
<ul style="list-style-type: none"> <li>✓ The project targets the recovery of materials impacted by China SWORD and the Landfill Bans contained in the EP (Waste to Resources) Policy 2010</li> <li>✓ The project looks to divert approximately 1493 additional tonnes per annum, made up of garden organics (vegetative matter collected by Councils, commercial sector and residential), steel, fibre, plastics, textiles, mattresses, polystyrene*, e-waste, fluorescent lighting, soft plastics (packaging), paints, oils and whitegoods</li> <li>✓ The project will deliver an additional 2 FTE jobs in the Northern Region</li> <li>✓ The project will reduce bulk truck transport movements by 66%, from 1830 movements per annum down to 607 movements per annum, with associated carbon emission reduction, fuel use savings, and congestion on the arterial road network</li> <li>✓ The project will significantly improve the financial and operational sustainability of the site, being one of the very few public recycling sites in the Northern Region</li> <li>✓ The project also demarcates a space for a future community revolve centre, proposed to host a repair café, upskilling centre, training hub, and social enterprise</li> </ul>			

### Polystyrene Recycling for the Northern Region

Polystyrene is one of the fastest growing, and problematic, waste streams that NAWMA handles at both Resource Recovery Centres.

NAWMA is seeking matched Green Industries South Australia funding to purchase a polystyrene recycling machine in order to process the growing polystyrene stream, and turn the waste stream into a revenue source.

Figure 02 below provides further project justification. The return on investment for this project is less than two (2) years with the grant funding, in addition to adding to NAWMA's recycling infrastructure.



**Figure 02: Project Summary and Grant Justification for Polystyrene Recycling for the Northern Region**

Polystyrene Recycling for the Northern Region.			
<b>Project summary (please give a short description of the project, maximum 100 words)</b>			
Installation, commissioning and operation of the Northern Region's first polystyrene recycling machine. NAWMA will operate a hub and spokes model across our four (4) licenced waste management and resource recovery sites, aggregating source separated and salvaged (recovered from waste stream) polystyrene and transporting to the regional polystyrene recycling machine proposed to be located at Research Road Resource Recovery Centre (RRRC). Once NAWMA has locked down our hub and spokes model, recycling machine operations, and sustainable marketing of the finished goods (ingots), we will look to open up the facility to other Councils and commercial polystyrene generators, delivering critical recycling infrastructure for this difficult waste stream in the Northern Region.			
<b>Proposed project start date:</b> 1 January 2020		<b>Proposed project commissioning date:</b> 1 June 2020	
<b>Budget summary (totals from section 3)</b>			
<b>Funding sought</b>	<b>Applicant Contribution</b>	<b>Other Funding sources</b>	<b>TOTAL COST</b>
\$ 45,400	\$ 45,400	\$ -	\$90,800
<b>Please give a description of the project, why the project is needed and a summary of its objectives.</b>			
<ul style="list-style-type: none"> <li>✓ The project targets removal and processing of a difficult (and growing) waste stream in Expanded Polystyrene</li> <li>✓ The project provides for critical recycling infrastructure in the Northern Adelaide Region</li> <li>✓ It will Improve recycling of Polystyrene with an estimated 49 tonnes of recyclable material recovered in the first year of operation, with the ability to significantly increase the throughput once operations have been bedded down. The Project will reduce the landfilling of this difficult waste stream</li> <li>✓ The Project will have a financial turnover of approximately \$39,200 in the first year, in addition to the landfill savings</li> <li>✓ The Project will initially create 1 FTE in the Northern Region, with the ability to increase to 2 FTE in the forward year(s)</li> <li>✓ The project will allow NAWMA to commence salvage and recovery of Polystyrene from the yellow bin stream (via the Materials Recovery Facility) and from the read bin and hard waste stream (via manual recovery) for further resource recovery of his difficult waste stream</li> <li>✓ The project will allow NAWMA to initially enter into an offtake agreement with the equipment supplier for the return of the Polystyrene ingots back into polystyrene packaging</li> <li>✓ After the first year of operation, NAWMA would look to expand the intake of polystyrene from other Councils and commercial generators</li> <li>✓ After the first year of operation the Project will allow NAWMA to complete a 'Marketing Plan' which will identify local South Australian (or interstate) polystyrene users/generators to enter into offtake agreements to keep the recycled polystyrene in the South Australian (or Australian) supply chain to create a circular economy for this difficult but growing waste stream</li> </ul>			

The closing date for applications of this round of Infrastructure Grant Applications was Friday 8 November 2019. NAWMA lodged both of the above-mentioned applications on Thursday 7 November 2019.

It is envisaged that the Research Road upgrade project will be funded by borrowings and City of Salisbury capital contributions, while the polystyrene recycling machine will be funded by cash. However, should NAWMA be successful with the grant applications, a further Report will be presented to the Board on the funding mechanisms for the outstanding capital for both projects.

The applications are available in full at the Board or Committee's request.

## RECOMMENDATION

**That the Report is received and noted.**





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## Agenda Item 7.4

<b>Report Subject:</b>	2019/2020 Budget Review One (1)	<b>Report Author:</b>	Finance Manager
<b>Meeting Date:</b>	21 November 2019	<b>Report Type:</b>	Decision report (finance, governance, operational)
<b>Attachments:</b>	7.4.1 – 2019/2020 Budget Review One (1) Statutory Financial Statements		

### Purpose of the Report

To provide the Board and Audit Committee with an opportunity to review and adopt 2019/2020 Budget Review One (1).

### Background

NAWMA must reconsider its Budget between 30 September and 31 May (inclusive) in each Budget Year as required by the Local Government (Financial Management) Regulations 2011 and reinforced in the Authority Charter.

This Report contains the first Budget Review (BR1) for the 2019/2020 Financial Year.

Subsequent Reports scheduled for February 2020, and April 2020 will contain BR2 and BR3 respectively.

### Report

As per the attached financial reports, BR1 is forecasting a negative operational result of \$1.156M after removal of the \$1.5M Green Industries Grant funding, and Accounting Standard treatment (AASB16) which is a circa \$200k negative on-paper negative influence.

This represents a significant budget overrun, and while all efforts from NAWMA's Administration will be on minimising the final financial result, communication will commence with Constituent Councils on the BR1 forecast as it will represent a material impact on their respective Budgets.

A more detailed breakdown is provided in Table 1, however the primary driver for the BR1 negative operational result forecast is a significant reduction in the fibre (recycled paper) commodity price. The Board are referred to Agenda Item 8.2 which details the cessation of NAWMA's domestic fibre contract, and resulted in NAWMA entering the international fibre market which is currently oversupplied.

Table 2 details some management actions and investigations that are underway in order to minimise the BR1 forecast negative operational result.

The forecast result is obviously not ideal, nor satisfactory. It has further sharpened NAWMA's Senior Management Team focus on fiscal and austerity measures to trim back the result.

NAWMA's Chief Executive Officer and Finance Manager will further brief the Board and Audit Committee at the scheduled 21 November Meeting, and will subsequently make contact with Constituent Councils following the meeting.



Accessing NAWMA's Cash Overdraft Facility is one option available to fund any shortfall at the end of the financial year.

**Table 01: Financial Drivers for BR1 Forecast Operational Deficit**

Financial Driver	Forecast Impact	Commentary
<b>Global Fibre Commodity Market</b>	Circa \$1M negative variance	NAWMA's heralded domestic fibre contract has ceased, exposing NAWMA to the oversupplied international fibre market. China has further restricted imports, which has resulted in a glut of fibre from Europe, USA, Australasia. NAWMA is seeking to enter a medium to long term deal with another domestic fibre recycler, but to date a deal has not been struck
<b>AASB16</b>	Circa \$200k negative variance	This is an on-paper negative variance due to the updated treatment under this accounting standard. It does not impact cash flow
<b>Research Road (Pooraka) Resource Recovery Centre</b>	Circa breakeven proposition	NAWMA's Administration has written to City of Salisbury requesting the Lease of Agreement be reopened to negotiation after the first 12 months of operational acquisition. A reply is due in mid-December 2019.
<b>Solid Waste Levy</b>	Pass through	While the significant uplift in Solid Waste Levy is by in large a pass through to Constituent Council's and commercial customers, the 27% increase makes it difficult for NAWMA to pass on any additional operational increases due to an already stretched capacity for Councils to pay

**Table 02: Management Revenue Raising and Austerity Measures**

Revenue or Austerity Measure	Commentary
<b>Research Road (Pooraka) Resource Recovery Centre</b>	NAWMA has written to City of Salisbury requesting that the lease uplift clauses (linked to revenue not profitability) and the voucher price (below cost) is reviewed in order to improve the financial sustainability of this operational acquisition
<b>Gate fees</b>	Due to the impact of the 27% Solid Waste Levy increase, NAWMA has proposed a number of gate fees increases in BR1. These increases are across the RRC's, waste processing facility and MRF, to accommodate the increase in Solid Waste Levy and operational costs. An example is a \$15/tonne increase for non



	Constituent Councils for use of the MRF to assist offsetting the depressed fibre market and contamination/waste disposal costs.
<b>FTE and casual labour review</b>	NAWMA is a lean organisation, however relies on labour hire to provide the flexibility in the plant and field workforce. NAWMA's Management team have initiated a review to identify key staff to bring across onto NAWMA employment in an effort to reward loyalty, good people, and to reduce the labour hire rates. A review of the corporate function will also be undertaken.
<b>Bulk transport and disposal/processing tender</b>	NAWMA has multiple agreements in place for the transporting of bulk bins from the RRC's, waste processing facility, and MRF. The destination of these materials also varies in some circumstances. NAWMA's Management Team have drafted a multi-year tender call package to put to market in early 2020 in order to use the economy of scale to drive a competitive price to commence 1 July 2020.
<b>Operational efficiency review</b>	NAWMA's CEO and Finance Manager have conducted budget walkthroughs with each Manager to focus attention on any operational savings that might be able to be achieved. This can be done by placing purchase pressure on suppliers, reducing overtime, diverting waste to alternative locations, better planning/scheduling of repair and maintenance spends, and addressing payment terms
<b>Budget Assumption Review</b>	NAWMA's CEO and Finance Manager are interrogating the assumptions and drivers that sit behind the original budget in order to better set realistic budgets in future years. For example, the NAWMA Administration Charge to Constituent Councils

NAWMA's Administration is confident that some of the forecast negative variance can be pulled back, and looks forward to providing an update in BR2.

## RECOMMENDATION

**That the Report is received and noted, and Budget Review One (1) is endorsed by the Audit Committee and adopted by the Board for distribution to each Constituent Council**





**NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY**
**(BUDGETED) UNIFORM PRESENTATION OF FINANCES FOR THE YEAR ENDED 30 JUNE**

2018/19 \$000 Actual		2019/20 \$000 Adopted Budget	2019/20 \$000 BR1
34,034	Income	32,574	37,543
<u>(34,254)</u>	Expenses	<u>(32,540)</u>	<u>(38,699)</u>
<b>(220)</b>	<b>Operating Surplus / (Deficit)</b>	<b>34</b>	<b>(1,156)</b>
	<b>Net Outlays on Existing Assets</b>		
-	Capital Expenditure on renewal and replacement of Existing Assets	-	(45)
1,394	Depreciation, Amortisation and Impairment	1,299	2,503
<u>-</u>	Proceeds from Sale of Replaced Assets	<u>-</u>	<u>-</u>
<b>1,394</b>		<b>1,299</b>	<b>2,458</b>
	<b>less Net Outlays on New and Upgraded Assets</b>		
<b>(480)</b>	Capital Expenditure on New and Upgraded Assets	<b>(4,386)</b>	<b>(3,838)</b>
233	Amounts received specifically for New and Upgraded Assets	1,950	1,500
<u>-</u>	Proceeds from Sales of Replaced Assets	<u>-</u>	<u>-</u>
<b>(247)</b>		<b>(2,436)</b>	<b>(2,338)</b>
<u><b>927</b></u>	<b>Net Lending / (Borrowing) for Financial Year</b>	<u><b>(1,103)</b></u>	<u><b>(1,036)</b></u>

## NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY

### (BUDGETED) STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE

2018/19 \$000 Actual		2019/20 \$000 Adopted Budget	2019/20 \$000 BR1
<b>INCOME</b>			
33,758	User Charges	32,317	37,043
209	Investment Income	22	200
67	Reimbursements	48	-
0	Other	187	300
<b>34,034</b>	<b>TOTAL OPERATING REVENUE</b>	<b>32,574</b>	<b>37,543</b>
<b>EXPENSES</b>			
2,753	Employee Costs	2,484	2,850
29,756	Materials, Contracts and Other Expenses	28,337	32,702
1,394	Depreciation, Amortisation and Impairment	1,299	2,503
351	Finance Costs	420	644
-	Other Expenses	-	-
<b>34,254</b>	<b>TOTAL EXPENSES</b>	<b>32,540</b>	<b>38,699</b>
<b>(220)</b>	<b>OPERATING SURPLUS / (DEFICIT)</b>	<b>34</b>	<b>(1,156)</b>
(9)	Net Gain / (Loss) on Disposal of Assets	-	-
233	Amounts received specifically for new/upgraded assets	1,950	1,500
<b>4</b>	<b>NET SURPLUS / (DEFICIT)</b>	<b>1,984</b>	<b>344</b>
<b>OTHER COMPREHENSIVE INCOME</b>			
-	Changes in revaluation surplus - property, plant and equipment	-	-
-	<b>TOTAL OTHER COMPREHENSIVE INCOME</b>	-	-
<b>4</b>	<b>TOTAL COMPREHENSIVE INCOME</b>	<b>1,984</b>	<b>344</b>



## NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY

### (BUDGETED) STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE

2018/19 \$000 Actual		2019/20 \$000 Adopted Budget	2019/20 \$000 BR1
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>RECEIPTS</b>			
33,342	Operating Receipts	32,552	37,343
209	Investment Receipts	22	200
<b>PAYMENTS</b>			
(31,429)	Operating Payments to Suppliers and Employees	(30,823)	(36,632)
(351)	Finance Costs	(420)	(357)
<b>1,771</b>	<b>NET CASH RECEIVED IN OPERATING ACTIVITIES</b>	<b>1,331</b>	<b>554</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>RECEIPTS</b>			
233	Amounts specifically for new or upgraded assets	1,950	1,500
1,018	Maturity of Investments		
-	Sale of Surplus Assets	-	-
<b>PAYMENTS</b>			
-	Expenditure on Renewal / Replacement Assets	-	(45)
(480)	Expenditure on New / Upgraded Assets	(4,386)	(3,838)
<b>771</b>	<b>NET CASH USED IN INVESTING ACTIVITIES</b>	<b>(2,436)</b>	<b>(2,383)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>RECEIPTS</b>			
-	Proceeds from Borrowings	2,236	2,236
<b>PAYMENTS</b>			
(990)	Repayment of Borrowings	(1,186)	(1,137)
<b>(990)</b>	<b>NET CASH USED IN FINANCING ACTIVITIES</b>	<b>1,050</b>	<b>1,099</b>
<b>1,552</b>	<b>NET INCREASE (DECREASE) IN CASH HELD</b>	<b>(55)</b>	<b>(730)</b>
<b>1,061</b>	<b>CASH AT BEGINNING OF REPORTING PERIOD</b>	<b>933</b>	<b>2,613</b>
<b>2,613</b>	<b>CASH AT END OF REPORTING PERIOD</b>	<b>878</b>	<b>1,883</b>

## NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY

### (BUDGETED) STATEMENT OF FINANCIAL POSITION FOR THE YEAR ENDED 30 JUNE

2018/19 \$000 Actual		2019/20 \$000 Adopted Budget	2019/20 \$000 BR1
<b>CURRENT ASSETS</b>			
2,613	Cash and Cash Equivalents	878	1,883
3,172	Trade and Other Receivables	2,689	3,172
<u>64</u>	Stock on Hand	<u>50</u>	<u>64</u>
<b>5,849</b>	<b>TOTAL CURRENT ASSETS</b>	<b>3,617</b>	<b>5,119</b>
<b>NON-CURRENT ASSETS</b>			
-	Financial Assets	1,018	-
<u>14,709</u>	Infrastructure, Property, Plant and Equipment	<u>17,942</u>	<u>22,149</u>
<b>14,709</b>	<b>TOTAL NON-CURRENT ASSETS</b>	<b>18,960</b>	<b>22,149</b>
<b>20,558</b>	<b>TOTAL ASSETS</b>	<b>22,577</b>	<b>27,268</b>
<b>CURRENT LIABILITIES</b>			
3,410	Trade and Other Payables	2,271	3,410
1,186	Borrowings	991	1,192
<u>191</u>	Provisions	<u>183</u>	<u>191</u>
<b>4,787</b>	<b>TOTAL CURRENT LIABILITIES</b>	<b>3,445</b>	<b>4,793</b>
<b>NON-CURRENT LIABILITIES</b>			
-	Trade and Other Payables	-	-
2,698	Provisions	2,659	2,698
6,318	Borrowings	7,650	12,678
<u>-</u>	Other Non-Current Liabilities	<u>-</u>	<u>-</u>
<b>9,016</b>	<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>10,309</b>	<b>15,376</b>
<b>13,803</b>	<b>TOTAL LIABILITIES</b>	<b>13,754</b>	<b>20,169</b>
<b>6,755</b>	<b>NET ASSETS</b>	<b>8,823</b>	<b>7,099</b>
<b>EQUITY</b>			
6,095	Accumulated Surplus	8,163	6,439
660	Asset Revaluation Reserve	660	660
<u>-</u>	Other Reserves	<u>-</u>	<u>-</u>
<b>6,755</b>	<b>TOTAL EQUITY</b>	<b>8,823</b>	<b>7,099</b>

## NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY

### (BUDGETED) STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE

2018/19 \$000 Actual		2019/20 \$000 Adopted Budget	2019/20 \$000 BR1
<b>ACCUMULATED SURPLUS</b>			
6,091	<b>Balance at beginning of period</b>	6,179	6,095
4	Net Surplus / (Deficit)	1,984	344
-	Transfers from reserves	-	-
-	Transfers to reserves	-	-
-	Distribution to Councils	-	-
<b>6,095</b>	<b>Balance at end of period</b>	<b>8,163</b>	<b>6,439</b>
<b>ASSET REVALUATION RESERVE</b>			
660	<b>Balance at beginning of period</b>	660	660
-	Gain on Revaluation of Property, Plant and Equipment	-	-
-	Transfers from reserve	-	-
<b>660</b>	<b>Balance at end of period</b>	<b>660</b>	<b>660</b>
<b>6,755</b>	<b>TOTAL EQUITY</b>	<b>8,823</b>	<b>7,099</b>



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## Agenda Item 7.5

<b>Report Subject:</b>	2018/2019 Regulation Ten (10) Report	<b>Report Author:</b>	Finance Manager
<b>Meeting Date:</b>	21 November 2019	<b>Report Type:</b>	Decision report (finance, governance, operational)
<b>Attachments:</b>	7.5.1 – Regulation 10 Financial Report		

### Purpose of the Report

To provide the Audit Committee and Board with a report showing the audited financial results for the previous financial year compared with the estimated financial results set out in the budget as required by Section 10 of the Local Government Regulations 2011.

### Background

NAMWA, in accordance with Section 10 of the Local Government Regulation 2011, reviews its audited financial results against budget within a prescribed period.

#### 10—Report on financial results

- (1) A council, council subsidiary or regional subsidiary must, by no later than 31 December in each year, prepare and consider a report showing the audited financial results of each item shown in the statement of comprehensive income and balance sheet of the budgeted financial statements of the council, council subsidiary or regional subsidiary (as the case may be) for the previous financial year compared with the estimated financial results set out in the budget presented in a manner consistent with the Model Financial Statements.

### Report

The Audit Committee and Board are referred to the appended Regulation 10 Financial Report (Attachment 7.5.1).

Overall the total operating revenue in FY2019 had shown a significant increase by approximately 13% compared with the original budget, which is consistent with additional tonnage through the Materials Recovery Facility and commercial volume increase in the last few months of FY2019. Expenses relating to employees and contractors is elevated, which is consistent with handling additional intake.

### RECOMMENDATION

**That the Regulation 10 financial report is received and noted.**



<b>NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY</b>			
<b>UNIFORM PRESENTATION OF FINANCES FOR THE YEAR ENDED 30 JUNE 2019</b>			
	2018/19 \$000	2018/19 \$000	2018/19 \$000
	ORIGINAL BUDGET	FINAL BUDGET	AUDITED ACTUALS
Operating Revenues	30,208	33,544	34,034
less Operating Expenses	(30,198)	(33,895)	(34,254)
<b>Operating Surplus/(Deficit) before Capital Amounts</b>	<b>10</b>	<b>(351)</b>	<b>(220)</b>
<b>less Net Outlays on Existing Assets</b>			
Capital Expenditure on renewal and replacement of Existing Assets <i>less Depreciation, Amortisation, Impairment and movement in Landfill</i>	-	-	-
Provisions	1,649	1,451	1,394
less Proceeds from Sales of Replaced Assets	-	-	-
	<b>1,649</b>	<b>1,451</b>	<b>1,394</b>
<b>less Net Outlays on New and Upgraded Assets</b>			
Capital Expenditure on New and Upgraded Assets	(1,896)	(550)	(480)
less Amounts received specifically for New and Upgraded Assets	-	311	233
less Proceeds from Sales of Replaced Assets	-	-	-
	<b>(1,896)</b>	<b>(239)</b>	<b>(247)</b>
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>(237)</b>	<b>861</b>	<b>927</b>

## NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY

## STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2019

	2018/19 \$000	2018/19 \$000	2018/19 \$000
	ORIGINAL BUDGET	FINAL BUDGET	AUDITED ACTUALS
<b>INCOME</b>			
User Charges	29,998	33,053	33,758
Investment Income	20	200	209
Reimbursements	-	31	67
Other	190	260	-
<b>TOTAL OPERATING REVENUE</b>	<b>30,208</b>	<b>33,544</b>	<b>34,034</b>
<b>EXPENSES</b>			
Employee Costs	2,152	2,855	2,753
Materials, Contracts and Other Expenses	25,953	29,094	29,756
Depreciation, Amortisation and Impairment	1,649	1,451	351
Finance Costs	444	495	1,394
Other Expenses	-	-	-
<b>TOTAL EXPENSES</b>	<b>30,198</b>	<b>33,895</b>	<b>34,254</b>
<b>OPERATING SURPLUS / (DEFICIT)</b>	<b>10</b>	<b>(351)</b>	<b>(220)</b>
Net Gain / (Loss) on Disposal of Assets	-	-	(9)
Amounts received specifically for new/upgraded assets	-	311	233
<b>NET SURPLUS / (DEFICIT)</b>	<b>10</b>	<b>(40)</b>	<b>4</b>
<b>Other Comprehensive Income</b>			-
Changes in revaluation surplus - infrastructure, property, plant and equipment	-	-	-
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>	<b>10</b>	<b>(40)</b>	<b>4</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>10</b>	<b>(40)</b>	<b>4</b>

**NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY**  
**STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2019**

	2018/19 \$000 ORIGINAL BUDGET	2018/19 \$000 FINAL BUDGET	2018/19 \$000 AUDITED ACTUALS
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>RECEIPTS</b>			
Operating Receipts	30,188	33,344	33,342
Investment Receipts	20	200	209
<b>PAYMENTS</b>			
Operating Payments to Suppliers and Employees	(28,105)	(32,029)	(31,429)
Finance Costs	(444)	(495)	(351)
<b>NET CASH RECEIVED IN OPERATING ACTIVITIES</b>	<b>1,659</b>	<b>1,020</b>	<b>1,771</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>RECEIPTS</b>			
Amounts specifically for new or upgraded assets	-	311	233
Maturity of Investments	-	-	1,018
<b>PAYMENTS</b>			
Expenditure on Renewal / Replacement Assets	-	-	-
Expenditure on New / Upgraded Assets	(1,896)	(550)	(480)
<b>NET CASH USED IN INVESTING ACTIVITIES</b>	<b>(1,896)</b>	<b>(239)</b>	<b>771</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>RECEIPTS</b>			
Proceeds from Borrowings	1,600	99	-
<b>PAYMENTS</b>			
Repayment of Borrowings	(1,079)	(990)	(990)
<b>NET CASH USED IN FINANCING ACTIVITIES</b>	<b>521</b>	<b>(891)</b>	<b>(990)</b>
<b>NET INCREASE (DECREASE) IN CASH HELD</b>	<b>284</b>	<b>(110)</b>	<b>1,552</b>
<b>CASH AT BEGINNING OF REPORTING PERIOD</b>	<b>3,432</b>	<b>1,061</b>	<b>1,061</b>
<b>CASH AT END OF REPORTING PERIOD</b>	<b>3,716</b>	<b>951</b>	<b>2,613</b>

**NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY**  
**STATEMENT OF FINANCIAL POSITION FOR THE YEAR ENDED 30 JUNE 2019**

	2018/19 \$000 ORIGINAL BUDGET	2018/19 \$000 FINAL BUDGET	2018/19 \$000 AUDITED ACTUALS
<b>CURRENT ASSETS</b>			
Cash and Cash Equivalents	3,716	951	2,613
MRF Inventory	-	49	65
Trade and Other Receivables	2,451	2,689	3,172
<b>TOTAL CURRENT ASSETS</b>	<b>6,167</b>	<b>3,689</b>	<b>5,850</b>
<b>NON-CURRENT ASSETS</b>			
Financial Assets	-	1,018	-
Infrastructure, Property, Plant and Equipment	14,584	14,720	14,709
<b>TOTAL NON-CURRENT ASSETS</b>	<b>14,584</b>	<b>15,738</b>	<b>14,709</b>
<b>TOTAL ASSETS</b>	<b>20,751</b>	<b>19,427</b>	<b>20,559</b>
<b>CURRENT LIABILITIES</b>			
Trade and Other Payables	1,814	2,271	3,410
Borrowings	1,079	1,068	1,186
Provisions	366	183	191
<b>TOTAL CURRENT LIABILITIES</b>	<b>3,259</b>	<b>3,522</b>	<b>4,787</b>
<b>NON-CURRENT LIABILITIES</b>			
Trade and Other Payables			
Provisions	2,286	2,659	6,318
Borrowings	8,406	6,535	2,698
Other Non-Current Liabilities	-	-	-
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>10,692</b>	<b>9,194</b>	<b>9,016</b>
<b>TOTAL LIABILITIES</b>	<b>13,951</b>	<b>12,716</b>	<b>13,804</b>
<b>NET ASSETS</b>	<b>6,800</b>	<b>6,711</b>	<b>6,755</b>
<b>EQUITY</b>			
Accumulated Surplus	6,185	6,051	6,095
Asset Revaluation Reserve	615	660	660
Other Reserves	-	-	-
<b>TOTAL EQUITY</b>	<b>6,800</b>	<b>6,711</b>	<b>6,755</b>



**NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY**
**STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2019**

	2018/19 \$000	2018/19 \$000	2018/19 \$000
	ORIGINAL BUDGET	FINAL BUDGET	AUDITED ACTUALS
<b>ACCUMULATED SURPLUS</b>			
<b>Balance at beginning of period</b>	6,175	6,091	6,091
Net Surplus / (Deficit)	10	(40)	4
Transfers from reserves	-	-	-
Transfers to reserves	-	-	-
Distribution to Councils	-	-	-
<b>Balance at end of period</b>	<b>6,185</b>	<b>6,051</b>	<b>6,095</b>
<b>ASSET REVALUATION RESERVE</b>			
<b>Balance at beginning of period</b>	615	660	660
Gain on Revaluation of Infrastructure, Property, Plant and Equipment	-	-	-
Transfers from reserve	-	-	-
<b>Balance at end of period</b>	<b>615</b>	<b>660</b>	<b>660</b>
<b>TOTAL EQUITY</b>	<b>6,800</b>	<b>6,711</b>	<b>6,755</b>

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## Agenda Item 7.6

<b>Report Subject:</b>	Confidential Items Register	<b>Report Author:</b>	Chief Executive Officer
<b>Meeting Date:</b>	21 November 2019	<b>Report Type:</b>	Decision report (financial, operational)
<b>Attachments:</b>	7.6.1 – Summary of Confidential Orders for review		

### Purpose of the Report

To provide the Board with an update on the Annual Confidential Orders Review.

### Background

A review of the NAWMA Board's Confidential Orders has not been undertaken since early 2016.

### Report

Management have identified 47 Confidential Orders that are currently up for review. Due to the large number of Orders to be reviewed, Management will be undertaking an internal review of each item and propose to present this review with its findings and recommendations to the Board at the first meeting of the 2020 calendar year.

Appended at 7.6.1 is a summary of the Confidential Orders currently for review.

### RECOMMENDATION

**That the Report is received and noted, and the Board instruct Management to bring a further detailed report back to the first Board Meeting of the 2020 calendar year for discussion.**

# Attachment 7.6.1

Minute No	Date	Agenda Item	Received/Revoked	Confidential Element	Clause(s) Used
6.1	21-May-14	MRF operated by NAWMA	Review Jan 2018		
6.1	21-Oct-15	Tender Evaluation Report - Contract No 01/15 - Provision of Kerbside Waste Management Collection	Review Jan 2018		
2.1	11-Feb-16	Strategic Property Investigation - Report B (Future Location of NAWMA)	Review Jan 2018		
7.3	16-Mar-16	Strategic Property Investigation	Review Jan 2018		
6.2	4-May-16	EOI for Garden and Food Organics Processing	Review Jan 2018		
5.3	20-Jul-16	Visy Contract Issue	Review July 2017		
7.1	20-Jul-16	Evaluation of Request for Pricing (RFP) "MRF CDL Marketing and Processing	Review Jan 2022		
3.1	15-Sep-16	Contract No:01/98 - Sorting and Disposal of Recyclable Material	Review Sept 2017		
6.4	21-Sep-16	Landfill Solar Proposal	Review Sept 2017		
8.4	21-Sep-16	Keela Energy Pty Ltd EfW Proposal and general update	Review Sept 2017		
7.1	16-Nov-16	Cost Implications - SUEZ Edinburgh North v Edinburgh	Review November 2017	Report, Attachment(s), Minutes & Discussion	90(2), 90(3)(b)
8.2	16-Nov-16	Minutes of the EO Development and Review Committee dated 3 November 2016	Review November 2017	Report, Attachment(s), Minutes & Discussion	90(2), 90(3)(e )
7.1	18-Jan-17	Constituent Council Request	Review January 2018	Report, Attachment(s), Minutes & Discussion	90(2), 90(3)(d)
6.2	15-Mar-17	External Auditor Appointment	Review March 2018	Report, Attachment(s), Minutes & Discussion	90(2),90(3)(k)
7.5	15-Mar-17	Contract No: 01/17 Supply, Delivery, Repair and Retrieval of Mobile Garbage Bins Tender Evaluation	Review March 2018	Report, Attachment(s), Minutes & Discussion	90(2), 90(3)(k)
3	19-Apr-17	CEO Replacement Panel Verbal Report	Review April 2018	Report, Attachment(s), Minutes & Discussion	90(2), 90(3)(b)(f)(g)(h)(i)
	17-May-17	Visy Dispute	Review May 2018	Report, Attachment(s), Minutes & Discussion	90(2), 90(3)(h)
5.1	17-May-17	New CEO Contract of Employment	Review May 2018	Report, Attachment(s), Minutes & Discussion	90(2), 90(3)(a)

Minute No	Date	Agenda Item	Received/Revoked	Confidential Element	Clause(s) Used
7.4	17-May-17	Uleybury Landfill - operation by NAWMA	Review May 2018	Report, Attachment(s), Minutes & Discussion	90(2), 90(3)(d)(i)
5	19-Jul-17	Visy Report	Review July 2018	Report, Attachment(s), Minutes & Discussion	90(2), 90(3)(h)
6.1	19-Jul-17	Re-Appointment - Independent Chair of the Board	Review July 2018	Report, Attachment(s), Minutes & Discussion	90(2), 90(3)(a)
7.1	19-Jul-17	Research Road Waste Transfer Station	Review July 2018	Report, Attachment(s), Minutes & Discussion	90(2), 90(3)(b)(i)
7.6	20-Sep-17	LMS/Joule Energy Royalty Agreement	Review September 2018	Report, Attachment(s), Minutes & Discussion	91(7)
7.1(0)	20-Sep-17	Visy Dispute	Review September 2018	Report, Attachment(s), Minutes & Discussion	90(2), 90(3)(a)
7.14	20-Sep-17	Operational Report - Recycling & Resource Recovery	Review September 2018	Report, Attachment(s), Minutes & Discussion	90(2), 90(3)(d)(i)(ii)
7.5	15-Nov-17	Visy Dispute	Review November 2018	Report, Attachment(s), Minutes & Discussion	90(2), 90(3)(h)
7.8	15-Nov-17	Recycling & Resource Recovery	Review November 2018	Report, Attachment(s), Minutes & Discussion	90(2), 90(3)(d)(i)(ii)
7.1	21-Dec-17	Crosswrap Direct Bale Wrapping Technology	Review December 2018	Report, Attachment(s), Minutes & Discussion	90(2), 90(3)(b)(i)(ii)
7.3	21-Dec-17	Materials Recovery facility (MRF) Budget Variance - Assumptions Reset	Review December 2018	Report, Attachment(s), Minutes & Discussion	90(2), 90(3)(b)(i)(ii)
7.5	21-Dec-17	Visy Dispute	Review December 2018	Report, Attachment(s), Minutes & Discussion	90(2), 90(3)(h)
7.2	21-Feb-18	CEO Performance Committee Report	Review February 2019	Report, Attachment(s), Minutes & Discussion	90(2), 90(3)(a)
7.7	21-Feb-18	Telstra Mobile Tower Proposal - NAWMA Landfill	Review February 2019	Report, Attachment(s), Minutes & Discussion	90(2), 90(3)(d)(i)(ii)
7.9	21-Feb-18	Contract Settlement	Review February 2019	Report, Attachment(s), Minutes & Discussion	90(2), 90(3)(h)
7.4	30-Apr-18	Local Paper Recycling Market Update	Review April 2019	Report, Attachment(s), Minutes & Discussion	90(2), 90(3)(d)(i)(ii)
7.8	30-Apr-18	Operational Report - Recycling & Resource Recovery	Review April 2019	Report, Attachment(s), Minutes & Discussion	90(2), 90(3)(d)(i)(ii)

Minute No	Date	Agenda Item	Received/Revoked	Confidential Element	Clause(s) Used
8.3	30-Apr-18	Financial Anomalies	Review April 2019	Report, Attachment(s), Minutes & Discussion	90(2), 90(3)(a)
7.2	27-Jun-18	Prudential Review	Review June 2019	Report, Attachment(s), Minutes & Discussion	90(2), 90(3)(d)(i)(ii)
7.3	27-Jun-18	CEO Performance Committee Report	Review June 2019	Report, Attachment(s), Minutes & Discussion	90(2), 90(3)(a)
7.4	27-Jun-18	Green Industries SA Recycling Infrastructure Grant Application	Review June 2019	Report, Attachment(s) & Discussion	90(2), 90(3)(d)(i)(ii)
7.5	27-Jun-18	Financial Anomalies	Review June 2019	Report, Attachment(s), Minutes & Discussion	90(2), 90(3)(d)(i)(ii)
7.8	27-Jun-18	Operational Report - Recycling & Resource Recovery	Review June 2019	Report, Attachment(s) & Discussion	90(2), 90(3)(d)(i)(ii)
7.9	27-Jun-18	Operational Report - Waste Management, Processing & Disposal	Review June 2019	Report, Attachment(s) & Discussion	90(2), 90(3)(d)(i)(ii)
7.3	19-Sep-18	Draft Strategy Document	Review September 2019	Attachment 7.3.2 only	
7.6	19-Sep-18	CEO Performance Committee Report	Review September 2019	Report, Attachment(s), Minutes & Discussion	90(2), 90(3)(a)
7.7	19-Sep-19	Prudential Review	Review September 2019	Report, Minutes & Discussion	90(2), 90(3)(d)(i)(ii)
7.11	19-Sep-19	Operational Report - Recycling & Resource Recovery	Review September 2019	Report, Attachment(s) & Discussion	90(2), 90(3)(d)(i)(ii)
8.3	19-Sep-19	SA Waste Authorities Memorandum of Understanding	Review September 2019	Report, Attachment(s) & Discussion	90(2), 90(3)(d)(i)(ii)
8.4	19-Sep-19	Local Government Perspective Thought Piece	Review September 2019	Report, Attachment(s) & Discussion	90(2), 90(3)(d)(i)(ii)
7.10	28-Feb-19	Operational Report - Resource Recovery	Review February 2020	Report, Attachment(s) & Discussion	90(2), 90(3)(d)(i)(ii)
8.1	28-Feb-19	Council Correspondence	Review February 2020	Report, Attachment(s), Minutes & Discussion	90(2), 90(3)(d)(i)(ii)

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## Agenda Item 7.7

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**Report Subject:** October 2019 International Travel      **Report Author:** Chief Executive Officer

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**Meeting Date:** 21 November 2019      **Report Type:** Information report (governance)

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**Attachments:** 7.7.1 – International Travel Report (PowerPoint) will be presented at the scheduled meeting

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### Purpose of the Report

To provide the Board with a report of the International travel undertaken by the Chief Executive Officer and Resource Recovery Manager in October 2019 per NAWMAs *Attendances at Conferences* policy.

### Background

NAWMAs *Attendances at Conferences* policy states:

*International and Interstate Conference attendees will be required to provide a report to the Board within 60 days on the content of the conference and include any initiatives that may be worth pursuing in more detail.*

### Report

A PowerPoint slideshow will be presented at the scheduled Board and Audit Committee meeting by the Chief Executive Officer, Resource Recovery Manager, and with input from Board Director Cr Graham Reynolds. The content of the presentation is summarised as follows, and will be made available to Board and Audit Committee Members following the meeting:

- Shanghai Electric Environment Group (landfill alternative plant visit)
- Australian Consulate General Commercial Section – Trade and Investment Commission (Meeting with Section Head of China/SA, plus meeting with plastics recycling company looking for investment opportunities in SA/Australia)
- 10th Linyi, China International Trade and Logistics Expo
- China Energy Conservation (Linyi) Eco Cycle Industrial Park (Landfill alternative plant visit)
- International Recycled Fibre and Containerboard Conference Xi'an, China

There are two distinct opportunities for further collaboration with China/Linyi;

1. NAWMA to provide knowledge and Intellectual Property as they look to develop their recycling capacity
2. NAWMA to potentially engage with Linyi China Energy Conservation and/or Shanghai Electric as part of the early market engagement for the landfill alternative project.

## **RECOMMENDATION**

**That the Report is received and noted, and the NAWMA Chairman and Chief Executive Officer keep the Board abreast of further discussions on both opportunities.**





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## Agenda Item 7.8

<b>Report Subject:</b>	2019/2020 Annual Business Plan progress report	<b>Report Author:</b>	Chief Executive Officer
<b>Meeting Date:</b>	21 November 2019	<b>Report Type:</b>	Information report (governance, operational, financial)
<b>Attachments:</b>	7.8.1 – 2019/2020 Annual Business Plan progress matrix		

### Purpose of the Report

To provide the Board with a progress update on the activities set out in the 2019/2020 Annual Business Plan.

### Background

The 2019/2020 Annual Business Plan was adopted by the NAWMA Board at the meeting of 3 July 2019, after consultation with Constituent Councils.

The Annual Business Plan outlines the priority programs, projects, and actions that the Administration will embark on in order to meet the needs of the Constituent Councils and deliver on the 2018-2025 NAWMA Strategic Plan.

It was an ambitious Plan containing 22 projects.

### Report

The matrix appended at 7.8.1 is a snapshot update of the progress made against the 2019/2020 Annual Business Plan.

NAWMA's Chief Executive Officer is pleased to report that five (5) months into the financial reporting year, NAWMA has commenced all 22 projects, programs and actions. Many are well progressed towards completion. The WHS Skytrust implementation is the least progressed.

This item will be a standing agenda item moving forward so the Board have better clarity over the delivery of the 2019/2020 Annual Business Plan.

### RECOMMENDATION

**That the Report is received and noted.**





# Attachment 7.8.1

2019/2020 Annual Plan					47 of 56
Activities	Annual Plan Reference	2018-2025 Strategic Plan Linkage	Metric	Status	
Implement Strategic Plan 2018-2025	3.1.1	All	Progress made on the implementation of the Strategic Plan	Ongoing	
Operations Reference Committee	3.1.2	Objective 1, 2, 3	Bi-monthly Committee Meetings held	Ongoing - meetings held in July and September, scheduled November	
Chief Executive Roundtables	3.1.3	Objective 1, 2, 3	Meetings held at least quarterly	Ongoing - meetings held in July, September and October	
Finance ERP System Integration	3.1.4	Objective 3	Finance ERP System implemented as BAU, and informing decisions	Business as usual	
Service Level Agreements	3.1.5	Strategies 1, 2, 5, 8	SLA's adopted	Completed. SLA's adopted in July 2019	
Participate in State Government High Level Working Group	3.1.6	Strategies 10, 11	CEO representation on three (3) high level working groups	CEO has attended multiple high level working group meetings and influenced funding and policy settings	
Upgrade Research Road Transfer Station	3.2.1	Strategy 7, 8	Upgrade plans fully developed and commence upgrade construction	Preferred design and request for capital submitted to City of Salisbury	
Capital Upgrade Materials Recovery Facility	3.2.2	Strategies 1, 3, 4 5, 7, 8, 10, 11. Objective 1, 2	Three capital upgrade projects completed	DA approved, building extension complete, glass plant installation commenced	
Develop Downstream (onshore) Markets for Recovered Recyclables	3.2.3	Objective 2. Strategies 4, 10	Local, domestic, Australian markets identified for recovered resources	All materials onshore except for fibre (due to Norske deal ceasing)	
(Opt-out) Food Organics Garden Organics (FOGO) Business Case and Planning	3.2.4	Objective 1. Strategies 1, 5, 7, 9	Business Case developed, and consultation workshops with Councils held; 20/21 Budget Bid developed	Preferred model identified for Board consideration before Councils consulted	
Establish a regional household paint and chemical drop off facility	3.2.5	Strategies 1, 7	Free household detox facility operational	Completed. Household Chemical and Paint Drop-off facility at Edinburgh North RRC opened in September 2019	
Ensure cell development, rehabilitation, and necessary capital planning	3.2.6	Objective 3	Design work completed to maximise airspace	Tender package to market for extended Eastern Wall airspace civil works	
Longlist/Shortlist Landfill Alternatives	3.2.7	Objective 3. Strategies 8, 10, 11	Shortlist completed and presented to Board for next stage of diligence	Significant work completed on this priority project	
Internalising Repair and Maintenance Functions	3.3.1	Strategy 9	Key resources secured internally to drive R&M program	New maintenance mechanic commenced for waste operations	
Business Support Function	3.3.2	Strategy 10, 11	Position filled, and driving efficiencies through data centered decision making	Completed. Business Support Officer commenced in July 2019.	
Risk Management Software Platform (Skytrust)	3.3.36	Strategy 10, 11	Skytrust implemented and integrated into business as usual	Skytrust implementation commenced. Possibility of shared subsidiary resource flagged with AHRWMA, East Waste, FRWA	
Implementation of WHS Plan 2017-2020	3.3.4		Plan implementation progressed towards 2020 completion and integration across organisation	Audit completed. Two year improvement plan being developed	
Plan with Programs	3.3.5		Plan with Programs developed	Plan with programs has been developed	
Targeted education - resource recovery and circular economy practices	3.4.1	Objective 1. Strategies 2, 10	Campaign delivered and influencing diversion and contamination results (measured through 2020 kerbside audit)	Significant amount of updated resources have been developed, including corporate video, contamination strategy, App, website	
Expansion of public facing community information	3.4.2	Objective 1. Strategies 2, 10	Promotional material delivered in face to face setting, in addition to public facing collateral	Significant amount of updated resources have been developed, including corporate video, contamination strategy, App, website	
Improved data capture from collection vehicles	3.4.3	Strategies 2, 9	On board fleet system implemented with working access provided to NAWMA to assist customer service, and contamination management	Contract variation approved by Board, fleetmax software being installed on Suez vehicles, readiness 1 January 2020	
Development of a coordinated Resource Recovery Communications and Education Plan	3.4.4	Objective 1. Strategies 2, 10	Consultation with Councils. Workshop with Board. Development of a Draft Plan for endorsement.	Plan developed and implementation underway. Additional resource approved by Board 19/09/19	

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## Agenda Item 7.9

**Report Subject:** Operational Report – Collections, Processing and Disposal  
**Report Author:** Collections and Processing Manager

**Meeting Date:** 21 November 2019  
**Report Type:** Information report (operational)

**Attachments:** Nil

### Purpose of the Report

To provide the Board and Audit Committee with an update of NAWMA's operations at its three (3) facilities; Uleybury Renewable Energy Park, Edinburgh North Resource Recovery Centre (Including the Waste Processing Facility and FOGO services) and Pooraka (Research Road) Resource Recovery Centre.

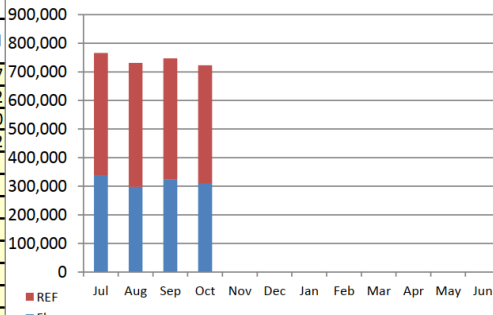
### Report

#### Uleybury Renewable Energy Park

The Uleybury site continues to generate power at close to maximum levels using landfill gas once flared and solar panels as per below. The charts below show the monthly power generation from the gas and solar for the period to October 2019.

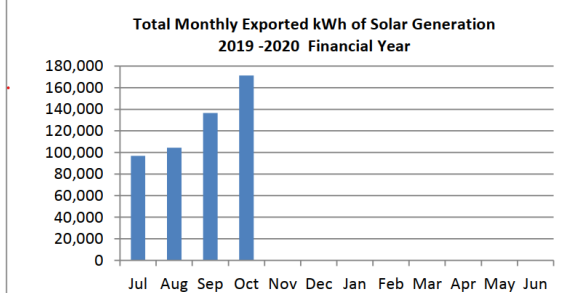
**Table 1:**

Cumulative Monthly Landfill Gas Report				
2019-20 FY	Volume of Landfill Gas Flow - scm			Exported KWH
	Flares	REF	Total	
Jul	336,878	429,258	766,136	721527
Aug	297,820	433,732	731,552	753742
Sep	323,231	423,717	746,948	703650
Oct	308,299	414,919	723,218	701092
Nov				
Dec				
Jan				
Feb				
Mar				
Apr				
May				
Jun				



**Table 2:**

Cumulative Monthly Solar Report			
2019-20 FY	Solar Reporting Parameter		
Month	Run Hours	% Utilised	Solar kWh
Jul	282	97.1%	96,832
Aug	293	85.3%	104,282
Sep	279	82.1%	136,526
Oct	331	79.1%	171,356
Nov			
Dec			
Jan			
Feb			
Mar			
Apr			
May			
Jun			




**Edinburgh North WPF**

The WPF continues to operate smoothly with no reported down time through the reporting period. This site saw approximately 9,600 tonnes of waste processed through the facility with approximately 620 tonnes of compacted material transported into the Suez Resource-Co Alternative Fuel Facility. The cumulative total of material processed includes approximately 1,700 tonnes from Commercial Clients.

**Edinburgh North FOGO**

The FOGO shed at Edinburgh North accepted approximately 3,200 tonnes of kerbside collected food and garden organics for each month during the period. The collected material is bulk hauled to Peats Soils and Garden Supply facility where it is processed into products such as compost and mulch.

**Edinburgh North Resource Recovery Centre**

The Resource Recovery Centre at Edinburgh North sees approximately 30,000 customers per annum using the facility with over 440 tonnes of material sent for processing at Suez Resource-Co Alternative Fuel facility. Another 250 tonnes of organics material is also received here and sent for processing at Peats Soils and Garden Supply facility. The material is then turned into products such as compost and mulch.

The recently opened Household Paint and Chemical drop-off has seen approximately 550 residents use the facility over the two-month period. Residential feedback has been positive with the drop-off zone only adding to the reach of recovery of materials.

**Pooraka (Research Road) Resource Recovery Centre**

This facility sees approximately 45,000 customers per annum using the site. During the reporting period approximately 1,570 tonnes of general waste was transported into the Suez Resource-Co Alternative Fuel Facility for processing. 833 tonnes of organics were sent to Peats Soils and Garden Supply facility and approximately 30 tonnes of cardboard and 9 tonnes of e-waste recycled.

**RECOMMENDATION**

**That the Report is received and noted.**





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## Agenda Item 7.10

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**Report Subject:** Operational Report – Recycling and Resource Recovery    **Report Author:** Resource Recovery Manager

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**Meeting Date:** 21 November 2019    **Report Type:** Information report (operational)

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**Attachments:** Nil

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### Purpose of the Report

To provide the Board with an update on NAWMA's recycling and resource recovery operations.

### Report

#### MRF Productivity

This reporting period the processing speed of the MRF had a reduction in processing speed that was attributed to a high amount of unplanned downtime during September & October. MRF management have placed an emphasis in this area to correct the downtime and subsequently this has rebounded current day.

The quality of the incoming recyclables continues to be of poor quality and is attributing to a slower plant speed, however the emphasis on cleaning the product up to meet end markets is being achieved.

#### Marketing of Recyclables

Market pricing for fibre is still primarily being driven by the issuing of import quotas by the Chinese Government. There were no import quota's issued in October hence there was considerable oversupply of fibre into Southeast Asia. We have witnessed two consecutive periods of pricing not achieving what we would like and consequently this has impacted our BOG (Basket of Goods) value and in turn impacting our budget lines. However, the long-term view is still positive it is likely that the current price levels will take several months to recover.

On other markets we have witnessed increases for HDPE and Steel, but Scrap Aluminium had a drop-in value. All other commodities remaining flat.

With the seasonal change coming into play, we will witness a climb in our yield % for CDL items. This will be welcomed to offset the penalty rates for labour with the public holidays arriving.

#### Progress update on the Warehouse Extension, Robotics & Glass Fines Recovery Plant

Summary of work being carried out until March 2020

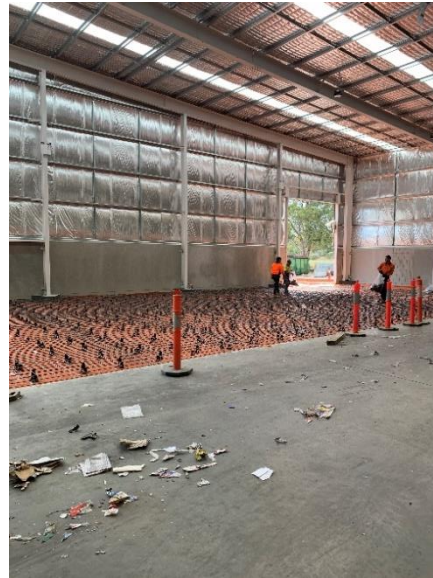
- 120m2 Warehouse extension
  - Completion due for the end of November (ahead of schedule)



- Robotics Project
  - Completion due for the end of January (on track)
- Glass Fines Recovery Plant
  - Completion due for February / March



**Warehouse extension**



**Internal Warehouse extension**



**External hardstand**



**Relocated swale drain**



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## Agenda Item 7.11

<b>Report Subject:</b>	WHS Steering Committee Minutes	<b>Report Author:</b>	Chief Executive Officer
<b>Meeting Date:</b>	21 November 2019	<b>Report Type:</b>	Information report (operational, governance)
<b>Attachments:</b>	7.11.1 – Minutes of 22 October 2019 WHS Steering Committee (latest)		

### Purpose of the Report

To provide the Board and Audit Committee with an update of NAWMA's WHS Steering Committee.

### Report

A meeting of NAWMA's WHS Steering Committee was held on Tuesday 22 November 2019. Appended (at Attachment 7.11.1) are the minutes of this meeting for the information of the Board and Audit Committee.

NAWMA's WHS and Environmental Officer Scott Filsell met with Board Director Cr Graham Reynolds in early October to discuss the issues raised at the 19 September 2019 Board Meeting. Cr Reynolds was able to share some of his extensive Risk Management knowledge with Mr Filsell in order to improve NAWMA's WHS Steering Group Agendas and Minutes. The Board and Audit Committee are now able to quickly gauge the priority WHS items for the organisation.

### RECOMMENDATION

**That the Report is received and noted.**





## WHS STEERING GROUP MEETING AGENDA

- ### WHS KEY PILLARS
1. Training & Qualifications
  2. Records & Documentation
  3. Maintenance & Housekeeping
  4. Emergency Procedure

<b>Meeting Title:</b>	<b>NAWMA WHS Steering Group</b>			<b>Chaired by:</b>	Scott Filsell			<b>Meeting Date:</b>	22/10/19		<b>Meeting Number:</b>	49							
<b>Venue:</b>	NAWMA Woomera Ave			<b>Secretary:</b>	Scott Filsell			<b>Start:</b>	10:00am		<b>Finish:</b>	10:25am							
<b>ATTENDEES</b>	Attend	Apology	Absent	<b>ATTENDEES</b>	Attend	Apology	Absent	<b>AGENDA:</b>	1. Status of previous actions 2. New items <ul style="list-style-type: none"> <li>• Black Text - ongoing</li> <li>• Red Text - New/Current items</li> <li>• Green Text – Completed Items</li> </ul>				Risk Rating	To Be Started	In Progress	Completed	Closed	Total Items	
Adam Faulkner	X												Extreme						0
Eddie Christopoulos	X												High	1					1
Danial Dunn			X										Moderate		4				4
Jason Moorhouse	X												Low		1	4			5
Michelle Muldowney	X												TOTAL	1	5	4	0		10
Scott Filsell	X																		
<b>Distribution</b>	Electronic copies to all attendees and individuals that are absent. Minutes stored on "N" Drive and displayed on site Notice Boards.					<b>Date Issued</b>	23/10/2019		<b>Next Meeting:</b>	19/11/19 - 10:00am		<b>Venue</b>	NAWMA Woomera Ave						

Agenda Item	Issue Details	Action Required	Risk Rating	Action By	Date Raised	Due Date	Action Completed
1.	<b>Review any current Incidents or issues:</b>  <b>Incident Reports</b>	<ul style="list-style-type: none"> <li>• Loader damaged Customers Vehicle Research Rd Actions to follow from insurance claim, Underway- New two-way radios purchased for clearer communication to Loader operator and spotter are now in use. Followed up LGRS 9/10/19 – LGRS to closeout</li> </ul>	Low	All	20/8/19	TBA	22/10/19
2.	Records & Documentation  SWP Development	Develop/Review NAWMA specific SWP documents <ul style="list-style-type: none"> <li>• RRC/WPF – To be reviewed &amp; updated as required</li> <li>• MRF – To be reviewed &amp; updated as required</li> <li>• LANDFILL - To be reviewed &amp; updated as required</li> </ul>	Moderate	Jason Moorhouse Scott Filsell Thao Nguyen	11/10/17	Ongoing	
3.	Records & Documentation  Development of Contractor Management System Skytrust - Improve safety culture throughout the organisation	<ul style="list-style-type: none"> <li>• Safety conversations to be had and recorded on Sky trust once implemented. Proceed with SKYTRUST implementation Underway</li> </ul>	Low	Scott Filsell	11/10/17	Ongoing	



**WHS STEERING GROUP  
MEETING AGENDA**

- WHS KEY PILLARS**
1. Training & Qualifications
  2. Records & Documentation
  3. Maintenance & Housekeeping
  4. Emergency Procedure

Agenda Item	Issue Details	Action Required	Risk Rating	Action By	Date Raised	Due Date	Action Completed
4. Maintenance & Housekeeping Training & Qualifications Records & Documentation	Designated walkways Edinburgh Nth site - WHS Summit SafeWork NSW, EPA & Industry leaders Veolia, SUEZ and others.	<ul style="list-style-type: none"> <li>• Now Gas modifications still to be completed on site, designated walkways now need to be planned for site. <b>Latest is still a month till completion from 22/10/19</b> Further information is required from SUEZ on their requirements, Adam Faulkner &amp; Eddie Christopoulos meeting with SUEZ today 24/7/18 to seek progress on project. Underway - mid-February completion date</li> <li>• Adam Faulkner to meet with Paul Haslam from SUEZ this week 26/4/19 to give update on progress of SUEZ Project on Bellchambers Rd site.</li> <li>• <b>Review of current Traffic Management Plans for all sites, focussing on Vehicle &amp; Pedestrian interaction.</b> Look into physical separation from Heavy Vehicles, designated walkways and vehicle loading areas, safe driver zones etc.</li> <li>• <b>Danial Dunn and Eddie Christopoulos raised, Scott Filsell to identify a TM expert to quote and aid with this matter. SF Contacted LGAWCS consultant for a preferred TM expert. - Awaiting a response.</b></li> </ul>	High	<p>Scott Filsell Eddie Christopoulos Jason Moorhouse SUEZ</p> <p>Scott Filsell</p> <p>Scott Filsell</p>	<p>22/5/18</p> <p>3/9/19</p> <p>1/10/19</p>	Ongoing  17/12/19	
5. Emergency Procedure	Confined space Emergency Plan	<ul style="list-style-type: none"> <li>• Follow up with MSS Safety on Recommendations</li> <li>• Look into installing Ventilation to pit. New fitter to address once started. Dean Williams has contacted Austek Engineering for advice on the space. <b>Installation stage - Materials purchased, electrical modifications completed. Installed ducts.</b></li> <li>• <b>Next stage – Civils for stairs to be quoted</b></li> </ul>	Moderate	<p>Scott Filsell Jason Moorhouse Dean Williams</p>	2/4/19	TBA	
6. Records & Documentation	CoR (Chain of Responsibility) NHVL (National Heavy Vehicle Law)	<p><b>Review of any NHVL breaches</b></p> <ul style="list-style-type: none"> <li>• <b>More Breaches in July and August. Discuss whether to fine SUEZ for current breaches. Group members agreed with passing on the \$150 administration charge to SUEZ. Notice of intent to be sent to GM of SUEZ S.A. Paul Haslam and 'cc' Adam Norsworthy.</b></li> <li>• SUEZ has responded by email 10/9/19 and notified they will be replacing their existing vehicle scale system and be replacing with Airweigh scales. SUEZ vehicle fleets across the country use these scales and are having good success with this system. Install should be in the next two months. Eddie to follow up, <b>No action as yet 22/10/19</b></li> </ul>	Moderate	<p>All Scott Filsell</p> <p>Scott Filsell Adam Faulkner</p> <p>Eddie Christopoulos</p>	<p>23/7/19</p> <p>16/9/19</p> <p>22/10/19</p>	<p>25/9/19</p> <p>25/9/19</p> <p>22/10/19</p>	





**WHS STEERING GROUP  
MEETING AGENDA**

- WHS KEY PILLARS**
1. Training & Qualifications
  2. Records & Documentation
  3. Maintenance & Housekeeping
  4. Emergency Procedure

			<ul style="list-style-type: none"> <li>• SUEZ had another overloaded Green Waste vehicle by 120Kgs 2/10/19, SUEZ have noted our letter of intent and will credit our account the admin fee of \$150. NAWMA will now apply this admin fee to each overweight vehicle. If breaches continue NAWMA may be forced to report the breaches to the regulator.</li> </ul>		Scott Filsell Jason Moorhouse	3/9/19	25/9/19	
7.	Records & Documentation	WHS Plan & Programs	<p>Review WHS Plan and Programs, prioritise actions and close out completed actions. Schedule time for review following next WHS Steering Group meeting. Meeting request sent out.</p> <p>Adam, Jason and Scott to look for a resource to assist with the WHS Plan and programs through Council &amp; WPG Group.</p> <p>It was agreed to await the outcome of our WHS &amp; Risk Evaluation to form an action plan which will identify and prioritise the scope for the resource assistance. <b>Audit recommendations to follow</b></p>	Moderate	Adam Faulkner Scott Filsell Jason Moorhouse	16/5/19	TBA	
8.	Records & Documentation	Document Review	<p>Review and approve Hot Work Procedure Document was sent out for consultation. Feedback received and has been suggested. Clarifying with WHS Consultant to check compliance with LGAWCS conditions and legislation requirements - Approved</p>	Low	All Scott Filsell	01/10/19	22/10/19	
9.	Maintenance & Housekeeping	FOGO Odour Issues in Bellchambers Rd Office	<p>Industrial Hygienist visited site to undertake air monitoring to determine health effects. Nil measurable dangerous odours detected. Hygienist recommended the installation of a new A/C system with a carbon filter system to scrub odours from the air to introduce clean air into the office making it more habitable. Awaiting Quotes for A/C Door to be sealed from Both sides in lunchroom leading into FOGO shed. Preliminary works are in progress to look at relocating the FOGO's elsewhere on NAWMA's site at Bellchambers Rd.</p>	Low	All	20/9/19	TBA	
10.	Records & Documentation	WHSSG Agenda and Minutes of meetings, format to reflect NAWMA Board requirements.	<p>Modification underway to meeting templates; to include risk rating to identify high risk items and prioritise corrective actions accordingly.</p>	Low	Scott Filsell	25/9/19	22/10/19	
11.	Records & Documentation	Document Review	<p>Review &amp; Approve Prevention of Falls Procedure Approved</p>	Low	All	22/10/19	22/10/19	
12.								

Confidential Agenda Items 8.1 through 8.6 removed