

Board Meeting Agenda

Date: 27/02/2020

Time: 4.00pm

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

1. Present

2. Apologies

3. Disclosure of Conflicts

Conflicts of Interest

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.

4. Confirmation of Minutes

Recommended: That the Minutes of the Joint Northern Adelaide Waste Management Authority Audit Committee and Board Meeting held on Thursday, 21 November 2019 be received, confirmed and adopted (Appended at 4.1).

Recommended: That the Circular Resolution Minutes of the Northern Adelaide Waste Management Authority Audit Committee Meeting passed on Friday, 13 December 2019 be received and noted (Appended at 4.2).

Recommended: That the Minutes of the Northern Adelaide Waste Management Authority Audit Committee Meeting held on Thursday, 20 February 2020 be received and noted (Minutes to be tabled at Board Meeting).

5. Matters Arising From The Minutes

- 5.1. Capital Works Program Summary (standing item)
- 5.2. New gate fees (Research Road Transfer Station; City of Salisbury); verbal report
- 5.3. Action List (standing item)
- 5.4. FOGO Business Case and Pilot Project (deferred)

6. Questions Without Notice

7. Confidential Items

- 7.1. Landfill Alternative Project
- 7.2. RFT 2020-01: Bulk Transport and/or Disposal/Processing
- 7.3. Recycled Fibre Market Update

8. NAWMA Management and Administration Report

Reports for Decision

- 8.1. Draft 2020/2021 Budget
- 8.2. Budget Review Process (revised)
- 8.3. LGRS 2019 Risk Evaluation Action Plan and WHS Resourcing
- 8.4. Financial Delegations Update

- 8.5. CEO Performance and Development Committee Report
- 8.6. Confidential Items Register
- 8.7. Photography/Videography Policy

Reports for Information

- 8.8. Quarter 2 2019/2020 Full Year Forecast
- 8.9. COAG Export Ban Consultation Submissions
- 8.10. 2019/2020 Annual Business Plan progress report
- 8.11. Operational Report
- 8.12. WHS Steering Committee Minutes

9. Other Business

10. Next Meeting of the Board (and Audit Committee; joint sitting)

The next meeting of the Board is Thursday 30 April 2020 in the NAWMA Boardroom (71-75 Woomera Avenue, Edinburgh Park) and is a joint meeting with the NAWMA Audit Committee.



Minutes of the Joint Meeting of the Board and Audit Committee of Northern Adelaide Waste Management Authority

Date: 21/11/2019

Time: 5.03pm

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

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
Mr Henry Inat	Town of Gawler
Cr Paul Koch	Town of Gawler
Cr Paul Little	Town of Gawler
Peter Brass	Audit Committee Chairperson
Mark Labaz	Audit Committee Member
Mark McAllister	Audit Committee Member

2. IN ATTENDANCE

Mr Adam Faulkner	Chief Executive Officer
Mr Danial Dunn	Resource Recovery Manager
Mrs Amy Hosking	Executive Assistant
Mrs Rachel Zhou	Finance Manager
Mr Eddie Christopoulos	Collections and Processing Manager
Cr Diane Fraser	Town of Gawler (Deputy Board Director)

APOLOGIES

Nil

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 8.5 due to his position as Chair and will leave the meeting for this item.

Mr Mansueto, Cr Woodman and Cr Reynolds declared a material conflict on Agenda Item 5.3 due to their positions within Council and would manage these conflicts by leaving the meeting for this item.



Mr Mansueto, Cr Woodman and Cr Reynolds also declared a perceived conflict on Agenda Item 7.3 due to their positions within Council and would manage these conflicts by remaining in the meeting but discussing the item in the best interests of NAWMA.

The Confidentiality Statement was discussed in Matters Arising From The Minutes

4. CONFIRMATION OF MINUTES

Moved Cr Woodman that the Minutes of the Northern Adelaide Waste Management Authority Board Meeting held on Thursday, 19 September 2019 be received, confirmed and adopted.

Seconded Cr Halls **Carried**

Moved Cr Woodman that the Minutes of the Northern Adelaide Waste Management Authority Audit Committee Meeting held on Thursday, 12 September 2019 be received and noted.

Seconded Cr Halls **Carried**

5. MATTERS ARISING FROM THE MINUTES

5.1. Legal Advice (Confidentiality Statement)

Moved Cr Koch 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.

Seconded Cr Woodman **Carried**

5.2. Education Outcomes

Verbal report only

Mr Mansueto left the meeting at 5.21pm

Cr Woodman left the meeting at 5.21pm

Cr Reynolds left the meeting at 5.21pm

5.3. Pooraka (Research Road) Transfer Station Upgrade update

Verbal report only

Mr Mansueto returned to the meeting at 5.27pm

Cr Woodman returned to the meeting at 5.27pm

Cr Reynolds returned to the meeting at 5.27pm

5.4. Capital Works Program Summary

Moved Ms Pelle 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. 2020 Meeting Dates

Moved Mr Mansueto that the Report is received and noted, and the Audit Committee and Board endorse the proposed dates of the 2020 meetings

Seconded Cr Woodman **Carried**



7.2. EPA Correspondence

Moved Mr Green that the Board approve the participation of NAWMA in the EPA's CDS Review Kerbside Audit, subject to;

1. a satisfactory disclosure agreement being executed,
2. a satisfactory compensation being approved by the EPA,
3. NAWMA's review of the draft public report prior to release, and
4. NAWMA's receipt of the EPA's written assurance of the protection of NAWMA's IP.

Seconded Mr Labaz **Carried**

7.3. GISA Infrastructure Grant Applications

Moved Cr Reynolds that the Report is received and noted.

Seconded Cr Little **Carried**

7.4. 2019/2020 Budget Review One (1)

The Board determined that the paper be re-presented as discussed, along with the proposed 1 January 2019 increased fees and charges, via Circular Resolution.

7.5. 2018/2019 Regulation Ten (10) Report

Moved Cr Woodman that the Regulation 10 financial report is received and noted.

Seconded Cr Halls **Carried**

7.6. Confidential Items Register

Moved Mr Inat 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.

Seconded Cr Halls **Carried**

Reports for Information**7.7. October 2019 International Travel Report**

Moved Cr Halls 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.

Seconded Cr Woodman **Carried**

Chief Executive Officer left the meeting at 6.23pm

Chief Executive Officer returned to the meeting at 6.26pm

Cr Little left the meeting at 6.30pm

Cr Little returned to the meeting at 6.34pm

7.8. 2019/2020 Annual Business Plan progress report

Moved Cr Halls that the Report is received and noted.

Seconded Cr Reynolds **Carried**

7.9. Operational Report – Collections, Processing and Disposal

Moved Cr Woodman that the Report is received and noted.

Seconded Cr Halls **Carried**

7.10. Operational Report – Recycling and Resource Recovery

1. 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 presentation slides be kept confidential for a period not exceeding 12 months, after which time the order will be reviewed

Seconded Cr Woodman **Carried**

2. Moved Mr Green that the Report is received and noted.

Seconded Cr Koch **Carried**

Ms Pelle left the meeting at 6.38pm and did not return



7.11. WHS Steering Committee Minutes

Moved Cr Woodman that the Report is received and noted.
 Seconded Cr Halls **Carried**

8. CONFIDENTIAL ITEMS

8.1. Landfill Alternative Project progress update

1. Moved Mr Inat 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, attachment, discussion and minutes confidential

Seconded Cr Little **Carried**

Confidential Resolution removed

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

8.2. Contract Update

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, 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:

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(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, attachment and discussion confidential

Seconded Cr Koch **Carried**

2. Moved Mr Mansueto that the Report is received and noted.

Seconded Cr Woodman **Carried**

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



discussion 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 Reynolds that the meeting moves out of confidence

Seconded Cr Little **Carried**

8.3. Food and Garden Organics Modelling

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, 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, attachment, discussion and minutes confidential

Seconded Cr Reynolds **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 report, attachment, discussion and minutes be kept confidential for a period not exceeding 12 months, after which time the order will be reviewed

Seconded Mr Green **Carried**

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

Seconded Cr Little **Carried**

8.4. CEO Performance and Development Committee Report

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, 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:

(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, attachment, discussion and minutes confidential

Seconded Cr Halls **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, attachment, discussion and minutes be kept confidential for a period not exceeding 12 months, after which time the order will be reviewed

Seconded Cr Reynolds **Carried**



4. Moved Mr Green that the meeting moves out of confidence
 Seconded Cr Reynolds **Carried**

Independent Chairman left the meeting at 7.18pm

Cr Koch assumed the role of Deputy Chair at 7.18pm for Agenda Item 8.5 only

8.5. Independent Chair Position Renewal

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:

- (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, attachment, discussion and minutes confidential

Seconded Cr Woodman **Carried**

Confidential Resolution removed

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

Seconded Cr Halls **Carried**

4. Moved Mr Green that the meeting moves out of confidence
 Seconded Cr Little **Carried**

Independent Chairman returned to the meeting at 7.22pm and resumed the role of Chair

8.6. LGAWCS and LGAMLS 2019 Risk Evaluation 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, 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:

- (b) information the disclosure of which;
 (ii) would, on balance, be contrary to the 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, attachment, discussion and minutes confidential

Seconded Cr Reynolds **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, attachment, discussion and minutes 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 Woodman that the meeting moves out of confidence
 Seconded Cr Koch **Carried**



9. OTHER BUSINESS**9.1. Upcoming meeting for Chairman and CEO**

Verbal report only

10. NEXT MEETING OF THE BOARD

The next meeting of the Board is to be held on Thursday 27 February at 4.00pm at NAWMA Boardroom: 71-75 Woomera Avenue, Edinburgh Park

The next meeting of the Audit Committee is to be held on Thursday 20 February 2020 at 8.00am at Brian Cunningham's Boardroom: Level 11, 147 Pirie Street, Adelaide

11. CLOSURE OF THE MEETING

The meeting closed at 7.27pm



Charmaine Wing

From: Amy Hosking
Sent: Tuesday, 17 December 2019 8:11 AM
To: NAWMA Board (Chair + Directors); Peter Brass; Mark McAllister; Mark Labaz
Cc: NAWMA Board (Deputy Directors); Adam Faulkner; Danial Dunn; Rachel Zhou
Subject: FW: NAWMA Board Circular Resolution

Good Morning NAWMA Chair, Board Directors, Audit Chair and Committee Members,

Thank you for your responses and input to the three (3) Circular Resolution Agenda Items. Each of the below recommendations have now been passed with a majority, noting the comments made in relation to Agenda Items 2 and 3.

Agenda Item 1

That the Report is received and noted, and the proposed gate fees and charges provided in Appendix 1.1 be endorsed by the Board for commencement on 1 January 2020.

Agenda Item 2

That the Board endorse Budget Review One (BR1) for FY19/20 noting the Uniform Presentation of Finances as presented in Appendix 2.1 of the Report.

Agenda Item 3

That the Report is received and noted, and quarterly Full Year forecasts (Budget Update Reports) be tabled at subsequent scheduled Board Meetings.

The above items will now be actioned.

With thanks,

Amy Hosking (Quintrell) | Executive Assistant
 NAWMA
 71-75 Woomera Ave, Edinburgh SA 5111

E: a.hosking@nawma.sa.gov.au

*Please note above change of email address

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Box 10 MDC, Edinburgh North SA 5113

www.nawma.sa.gov.au



Save a tree.....please think before you print

From: Shirley Halls <CrSHalls@playford.sa.gov.au>

Sent: Friday, 13 December 2019 6:28 PM

To: Paul Little <cr.little@gawler.sa.gov.au>

Cc: Graham Reynolds <greynolds@salisbury.sa.gov.au>; Grace Pelle <GPelle@playford.sa.gov.au>; Amy Hosking <a.hosking@nawma.sa.gov.au>; NAWMA Board (Chair + Directors) <nawmaboard-chair-directors@nawma.sa.gov.au>; Peter Brass <brassy1@bigpond.com>; Mark McAllister <mark.mcallister@internode.on.net>; Mark Labaz <mark.labaz2@sa.gov.au>; Danial Dunn <D.Dunn@nawma.sa.gov.au>; Rachel Zhou <R.Zhou@nawma.sa.gov.au>; Adam

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Agenda Item 5.1

Report Subject: Capital Works Program Summary	Report Author: Chief Executive Officer
Meeting Date: 27 February 2020	Report Type: Information report (finance, governance)
Attachments: Nil	

Purpose of the Report

To provide the Board with a summary of the forecast Capital and Operational Improvement Projects using a Multicriteria Analysis 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 improvements.

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

The scoring and priority of the projects have remain unchanged and therefore the full MCA has not been reproduced. However, NAWMA's administration have decided not to proceed with the Uleybury Eastern Expansion, and therefore Project 5 will be removed from future reports.

A summary of the Project Description, MCA Score, Ranking, and Status is provided in Table 1 overleaf.

Table 1: Summary of Multicriteria Analysis and Weighted Score Ranking (1 = highest score priority)

Project Description	MCA Overall Scores	MCA Weighted Score Ranking	Status
1. Kerbside Food Organics Garden Collection (FOGO) Rollout	52	7	Investigation/modelling
2. MRF Robotics	65	2	Under construction
3. MRF Glass Recovery	70	1	Under construction
4. Pooraka Upgrade	43	9	Investigation/modelling
5. Uleybury Eastern Expansion	22	10	Investigation/modelling
6. Education Centre (Woomera)	55	4	Completed
7. Landfill Alternative Diligence	54	5	Underway
8. Fleetmax	49	8	Underway



9. Repair/Revolve Community Centre (Pooraka)	53	6	Future improvement opportunity
10. MRF Expansion	61	3	Under construction

RECOMMENDATION

That the Report is received and noted





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Agenda Item 5.2

Report Subject: Research Road RRC; gate fees **Report Author:** Chief Executive Officer

Meeting Date: 27 February 2020 **Report Type:** Information report
(governance, financial)

Attachments: Correspondence A Faulkner, NAWMA, 19 December 2019
Correspondence A Faulkner, NAWMA, 24 December 2019
Correspondence J Devine, City of Salisbury, 14 February 2020

Purpose of the Report

To provide the Board with an update on the implementation of the Board endorsed new fee structure at Research Road Resource Recovery Centre

Background

NAWMA entered into a ten (10-year operating lease of City of Salisbury's Research Road Resource Recovery Centre (Pooraka Transfer Station).

Noting significant increases in operating costs across NAWMA's entire operations, not assisted by the step change uplift in Solid Waste Levy, the NAWMA Board resolved by Circular Resolution to adopt a new pricing strategy and gate fees effective 1 January 2020.

NAWMA's Chief Executive Officer wrote to City of Salisbury on two (2) occasions notifying of the Board endorsed new gates fees. The Board are referred to correspondence attached dated 19/12/19 and 24/12/19.

Report

1. The Lease of Agreement between NAWMA and City of Salisbury is silent on how to deal with gate fee changes outside of the annual budget setting process
2. The NAWMA Board revised its budget position at Budget Review 1, which included the new pricing strategy and gate fees across multiple sites
3. It appears that City of Salisbury have tabled one (1) component of NAWMA's Board endorsed pricing strategy and Budget Review 1, being the revised gate fees at Research Road Resource Recovery Centre
4. NAWMA's Administration has received an opinion on this matter which will be tabled at the NAWMA Board Meeting
5. It is worth noting, that NAWMA's proposed revised gate fees effective 1 January 2020 are still below that which City of Salisbury were charging in 2017/2018
6. NAWMA implemented the Board endorsed new gates fees on 1 January 2020 and have received no negative feedback from residents or commercial customers

NAWMA's Chief Executive Officer will brief the Board further on this issue, and the broader Lease of Agreement negotiations ongoing with City of Salisbury.



RECOMMENDATION

That the report is received and noted

<<with a further recommendation to be drafted following the verbal update>>

19/12/2019

Mr John Harry
 Chief Executive Officer
 City of Salisbury
 PO Box 8
 Salisbury SA 5108

Dear Mr Harry,

John

RE: Notification of gate fee increases (cost recovery) at Research Road (Pooraka) Transfer Station

The Lease of Agreement between Council and NAWMA set out the operating conditions of the Research Road (Pooraka) Transfer Station (RRTS), including Clause 12 of the Fourth Schedule which refers to the setting of Gate/Public Fees.

Noting the significantly increased difficulty in operating conditions, not helped by the two-step uplift in the State Government imposed Solid Waste Levy (SWL) in the financial year (\$100 → \$110 → \$140/tonne), the NAWMA Board have resolved to adopt a new gate fee structure at both Resource Recovery Centres effective 1 January 2020, including RRTS. I refer you to **Appendix A** for the Gate Fees.

The Gate Fees in **Appendix A** are presented against current (up to 31 December 2019) NAWMA Gate Fees and the average of three (3) public transfer stations in the Adelaide Metropolitan Area. The increases are deemed modest in comparison to the SWL and competitor sites.

While the Lease of Agreement is silent on how mid financial year gate fee variations are treated, NAWMA is without option to pass through some of the cost recovery measures through increased gates fees. Operational efficiencies continue to be identified and implemented where possible.

It is worth noting that in the 18-month period from which NAWMA began operational control of the RRTS, the Gate Fees effective 1 January 2020 (**Column D of Table 1**) for general waste (which comprises of over 55% of revenue) are still below those charged by City of Salisbury in 2017/2018 (**Column A of Table 1**). I refer you to **Table 1** for a comparison of the Gate Fees charged for the year prior and the 18 months after which NAWMA assumed operational control of RRTS.

Table 1: Comparison of Gate Fees for transactional items; summary

Waste Types	Vehicle Types	Pooraka Gate Fee City of Salisbury FY17/18 (A)	Pooraka Gate Fee NAWMA Operations FY18/19 (B)	Pooraka Gate Fee NAWMA Operations (1st half FY19/20) (C)	Pooraka Gate Fee NAWMA Operations (Proposed 2nd half FY19/20) (D)
± General Waste		\$83	\$75	\$77	\$81
± Green Waste		\$39	\$38	\$39	\$42
± Concrete		\$39	\$38	\$39	\$41
± Clean Fill		\$37	\$25	\$25	\$26
± Other Waste		\$16	\$16	\$18	\$22
Grand Total		\$53	\$46	\$48	\$51

NAWMA looks forward to the financial and operational sustainability of operation of the RRTS.

Please do not hesitate to contact me directly on 0409 255 421 or a.faulkner@nawma.sa.gov.au to discuss.

Yours sincerely

A handwritten signature in black ink, consisting of a large, stylized 'A' followed by a smaller 'F'.

Adam Faulkner
Chief Executive Officer

Appendix A: Gate Fees effective 1 January 2020 for public transfer stations
Table 1 - RESOURCE RECOVERY CENTRES GATE FEES FOR THE PERIOD FROM 1st JAN 2020 TO 30th JUN 2020

Types of Vehicle	GENERAL WASTE			GREEN WASTE			FILL / CONCRETE			CLEAN FILL	
	NAWMA New Price	NAWMA Current Price	Average Price of three Public RRC's in Metro Adelaide	NAWMA New Price	NAWMA Current Price	Average Price of three Public RRC's in Metro Adelaide	NAWMA New Price	NAWMA Current Price	Average Price of three Public RRC's in Metro Adelaide	NAWMA New Price	NAWMA Current Price
Minimum charge	\$15	N/A	N/A	\$9	\$8	N/A					
Car Boot/240l Bin	\$26	\$25	\$31	\$9	\$8	\$25	-	-	-	-	-
Station Wagon	\$36	\$35	\$45	\$18	\$16	\$30	-	-	\$53	-	-
Utes and Vans (Level)	\$64	\$60	\$79	\$32	\$29	\$45	\$32	\$31	-	\$21	\$20
Utes and Vans (Raised)	\$72	\$70	\$112	\$42	\$39	\$57	-	-	\$30	-	-
Single Axle (Level)	\$64	\$58	\$79	\$32	\$29	\$45	\$32	\$31	-	\$21	\$20
Single Axle (Caged)	\$77	\$70	\$103	\$42	\$39	\$57	-	-	\$56	-	-
Dual Axle (Level)	\$87	\$82	\$99	\$42	\$41	\$67	\$42	\$39	-	\$26	\$25
Dual Axle (Caged)	\$100	\$89	\$125	\$50	\$46	\$79	-	-	\$80	-	-
Larger than 8x5 (Level)	\$93	\$91	\$140	\$52	\$49	\$88	\$44	\$42	\$94	\$31	\$30
Larger than 8x5 (Caged)	\$140	\$135	\$170	\$75	\$69	\$113	\$55	\$53	-	\$36	\$35
Car Trailer/Tray Trucks (Level)	\$127	\$124	\$124	\$60	\$59	\$59	-	-	-	-	-
Car Trailer/Tray Trucks (Raised)	\$170	\$166	\$166	\$89	\$88	\$88	-	-	\$53	-	-
All Trucks Fill/Concrete per T							\$ 32	\$31		\$ 31	\$30

* The above price list is GST inclusive.

24/12/2019

Mr John Harry
 Chief Executive Officer
 City of Salisbury
 PO Box 8
 Salisbury SA 5108

Dear Mr Harry, *John*

RE: New Fees and Charges (cost recovery) effective 1 January 2020

Citing the second increase in the State Government Solid Waste Levy (\$110 → \$140/tonne) and continued increases in operational costs, the NAWMA Board resolved on 13 December 2019 by out of session circular resolution to increase a number of gate fees and processing charges.

Please refer to Table 1 for a summary of the new gate fees and processing charges at NAWMA's Resource Recovery Centres, Waste Processing Facility, Uleybury Landfill, and Materials Recovery Facility (MRF). The new fees and charges are effective 1 January 2020.

Table 1: New NAWMA Gate Fees Effective 1 January 2020

Item	Current Fe (ex GST)	01 January 2020 Fee (ex GST)
Member Waste	\$164.00	\$194.00
MRF Waste	\$164.00	\$194.00
MRF Glass Fines	\$125.26	\$163.50
Garden organics/Street Sweepings	\$50.50	\$50.50
Mattress	\$30.00	\$30.00
Tyres	\$16.00	\$16.00
Clean Fill	\$15.00	\$15.00
Hard Waste Voucher	\$48.59	\$48.59
Hard Waste Voucher Extra	\$20.00	\$20.00
Miscellaneous Wastes (dropped off by Council Operations in Pooraka RRC)	As advised in Appendix 1	As advised in Appendix 1

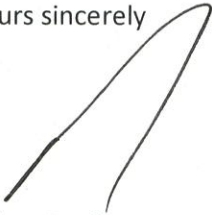
A full list of public and Council gate fees are appended overleaf.

NAWMA's Management and Board acknowledge the increases place pressure on our Constituent Councils and our community. However there is no option but to pass through the uplift charges as a cost recovery measure in order to maintain financially sustainable operations at the facilities we operate on Councils behalf.

We do apologise about the mid-financial year timing of the increase, and the short notice period. We do note that Council did recognise the mid-year Solid Waste Levy increase in setting its full year 2019/2020 budget.

NAWMA's Chief Executive Officer can be contacted on a.faulkner@nawma.sa.gov.au or NAWMA's Finance Manager on r.zhou@nawma.sa.gov.au.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Adam Faulkner', written in a cursive style.

Adam Faulkner
Chief Executive Officer

RESOURCE RECOVERY CENTRES GATE FEES FOR THE PERIOD FROM 1st JAN 2020 TO 30th JUN 2020
Adopted by NAWMA Board on 13 December 2019

Types of Vehicle	GENERAL WASTE			GREEN WASTE			FILL / CONCRETE			CLEAN FILL	
	NAWMA New Price	NAWMA Current Price	Average Price of three Public RRC's in Metro Adelaide	NAWMA New Price	NAWMA Current Price	Average Price of three Public RRC's in Metro Adelaide	NAWMA New Price	NAWMA Current Price	Average Price of three Public RRC's in Metro Adelaide	NAWMA New Price	NAWMA Current Price
Minimum charge	\$15	N/A	N/A	\$9	\$8	N/A					
Car Boot/240l Bin	\$26	\$25	\$31	\$9	\$8	\$25	-	-	-	-	-
Station Wagon	\$36	\$35	\$45	\$18	\$16	\$30	-	-	\$53	-	-
Utes and Vans (Level)	\$64	\$60	\$79	\$32	\$29	\$45	\$32	\$31	-	\$21	\$20
Utes and Vans (Raised)	\$72	\$70	\$112	\$42	\$39	\$57	-	-	\$30	-	-
Single Axle (Level)	\$64	\$58	\$79	\$32	\$29	\$45	\$32	\$31	-	\$21	\$20
Single Axle (Caged)	\$77	\$70	\$103	\$42	\$39	\$57	-	-	\$56	-	-
Dual Axle (Level)	\$87	\$82	\$99	\$42	\$41	\$67	\$42	\$39	-	\$26	\$25
Dual Axle (Caged)	\$100	\$89	\$125	\$50	\$46	\$79	-	-	\$80	-	-
Larger than 8x5 (Level)	\$93	\$91	\$140	\$52	\$49	\$88	\$44	\$42	\$94	\$31	\$30
Larger than 8x5 (Caged)	\$140	\$135	\$170	\$75	\$69	\$113	\$55	\$53	-	\$36	\$35
Car Trailer/Tray Trucks (Level)	\$127	\$124	\$124	\$60	\$59	\$59	-	-	-	-	-
Car Trailer/Tray Trucks (Raised)	\$170	\$166	\$166	\$89	\$88	\$88	-	-	\$53	-	-
All Trucks Fill/Concrete per T							\$ 32	\$31		\$ 31	\$30

* The above price list is GST inclusive.

* The above price list is not a formal quote – the gatehouse attendant, on your arrival will advise the correct price once your load has been inspected

Other Materials	NAMWA New Price	NAMWA Current Price
Metal	Free	Free
E-Waste – TV's, Computers	N/A	Free
Cardboard	Free	Free
Clean Plastic	Free	Free
Waste Oil – Max 20 litres per person	Free	Free
Car Batteries	Free	Free
Polystyrene	Free	Free
Paint	Free	Free
Tyres off Rim	\$11	\$10
Tyres on Rim	\$16	\$16
Single Mattress	\$27	\$20
Double Mattress	\$32	\$25
Gas Cylinders	\$0	\$0
Fluro Tubes	\$0	\$0

E-waste service will cease from 1 January 2020 until a further notice

WASTE DISPOSAL FEES EDINBURGH NORTH & ULEYBURY LANDFILL FOR THE PERIOD FROM 1st JAN 2020 TO 30th JUN 2020
Adopted by NAWMA Board on 13 December 2019

		10%		
Member Council	Tonnage Rate	Constituent Council 10% discount price	Levy	
Member Council waste	\$54.00	\$48.60	\$140.00	
Screenings	\$27.94		\$140.00	
Green Organics	\$50.50	\$45.45		
Kerbside Green Organics	\$30.50			
Member Council MRF Residual Waste	\$54.00		\$140.00	
Member Council MRF Glass Fines	\$23.50		\$140.00	
Clean fill/Bricks etc to Transfer Station	\$25.00	\$22.50		
External:	Published Rates			
	Tonnage Rate		Levy	Total
Cat A (C & I Compacted)	\$67.20		\$140.00	\$207.20
Cat A Rural	\$60.32		\$70.00	\$130.32
Cat B (C & I Uncompacted)	\$70.56		\$140.00	\$210.56
ILC (<1,000 tonnes)	\$36.25		\$140.00	\$176.25
Bitumen/Road Base	\$40.00			\$40.00
Bricks/Concrete (<200mm, mesh only)	\$40.00			\$40.00
*Clean fill	\$15.00			\$15.00
Contractor provides plant				

* The price for Clean fill is GST inclusive and negotiable with NAWMA depending on the volume.

TABLE 3 - MRF Fees & Charges (ex GST)

Fee Category	New Charge (\$/t)	Current Charge (\$/t)	Waste costs	Subject to Rise & Fall
Constituent Council	\$0.00		At cost	
Constituent Council Budget Repair	\$10.00		At cost	
Customer Council Tier 1	\$108.00	\$63.50	Included	Yes
Customer Council Tier 2	\$125.00		Included	
Customer Council Handling fee 2	\$10.00		At cost	
Commercial	\$108.00		Included	Yes
Commercial Tier 1	\$125.00		Included	



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14 February 2020

Mr Adam Faulkner
Chief Executive Officer
NAWMA
PO Box 10 MDC
Edinburgh North SA 5113

Dear Mr Faulkner

RE: Notification of gate fee increases (cost recovery) at Research Road (Pooraka) Transfer Station

I write in response to your letter of 19 December 2019 notifying the City of Salisbury that the NAWMA Board had voted to increase gate fees at both of its Resource Recovery Centres including the Research Road Transfer Station (RRTS), effective from the 1 January 2020.

The current agreement with NAWMA states (clause 12.1) :

The fees and fee structure (Gate Fees) for the waste transfer station shall be set annually by the NAWMA Board in accordance with the annual budgeting process. It is acknowledged that the Lessor approves the Lessee's annual budget.

A confidential report was submitted by Council Administration for Council consideration at its January 2020 meeting. Council resolved "That the Research Road Waste Transfer Station fees remain the same for the remainder of the current financial year, and advise NAWMA of the decision." This letter provides that advice.

Yours sincerely

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

John Devine
General Manager – City Infrastructure
Phone: 08 8406 8448
Email: jdevine@salisbury.sa.gov.au



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 And our Client Rural and Regional Councils

Agenda Item 5.3

Report Subject: Action List (standing item) **Report Author:** Chief Executive Officer

Meeting Date: 27 February 2020 **Report Type:** Information report
 (governance)

Attachments: 5.3.1 – Board Action List

Purpose of the Report

To provide the Board with an opportunity to view the newly implemented Board Action List as discussed at previous meetings of the Board.

Background

Previous meetings of the Board have discussed the need for a record of required actions that come from each meeting of the Board. The NAWMA Audit Committee implemented this same style of record in mid-2018.

Report

The Action List for the Board is appended at Attachment 5.3.1. The list has been taken from the actions of the 21 November 2019 Board Meeting.

The list will be updated with actions from each Board Meeting, with completed actions archived, and will remain as a standing item of the Agenda into the future.

RECOMMENDATION

That the Report is received and noted, and the Board request the Action List remain as a standing item on the Board Agenda.



Confidential Agenda Items 7.1 through 7.3 removed

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 And our Client Rural and Regional Councils

Agenda Item 8.1

Report Subject:	Draft 2020/2021 Budget	Report Author:	Finance Manager
Meeting Date:	27 February 2020	Report Type:	Information report (financial)
Attachments:	8.1.1 – Draft 2020/2021 Budget Model Financial Statements; 8.1.2 – Draft 2020/2021 Business Units Budget; 8.1.2 – Draft 2020/2021 Constituent Council Cost Allocations		

Purpose of the Report

To provide the NAWMA Board with a preliminary draft 2020/2021 Budget assumptions, preparatory commentary, and overview summaries for consideration.

Background

NAWMA must prepare a Draft Budget in accordance with the NAWMA Charter and Local Government Act.

The Charter specifies;

BUDGETS

The Authority must prepare a budget for each financial year.

The budget must:

deal with each principal activity of the Authority on a separate basis;

be consistent with and account for activities and circumstances referred to in the Authority's business plan;

be submitted in draft form to each Constituent Council for approval before 31 March for the next financial year;

not be adopted by the Board until after 31 May but before 30 September; and

identify the amount of and the reasons for the financial contributions to be made by each Constituent Council to the Authority.

The Authority must provide a copy of its adopted budget to each Constituent Council within 5 business days after adoption by the Board.

The attached Draft 2020/2021 (FY21) Budget Summaries are provided to the board with NAWMA's budget assumptions and budgeted financial position for the Board's review, consideration, and (eventual) endorsement. Following this endorsement, NAWMA's Administration will commence consultation with Constituent Councils, before bringing a Final Draft back to the NAWMA Board after 31 May 2020 (typically the June Board Meeting).



Report

The attached Draft FY21 Budget has been developed with following key assumptions and waste management and business strategy based on current international and domestic market conditions, industry risks and environmental regulations.

Key Budget Assumptions and Strategies:

1. Future Fibre (recycled paper and cardboard) Commodity Prices: *Strategy: Minimise impact*

According to current fibre market supply and demand, we expect in this budget period 'post-consumer recycled cardboard and soft mixed paper' ("fibre") prices will remain in a deteriorated position.

Since Norske was purchased by Visy and shut down, NAWMA have been actively seeking for new domestic buyers. Unfortunately, there is only one realistic potential buyer (Visy, the end material user) within Australia who could possibly take NAWMA's fibre. However, Visy has an oversupply of fibre from their Eastern States MRF's and offtake agreements to feed their paper mills locally. Overall, Australia is a very oversupplied a heavily concentrated market, which restricts market entry for NAWMA and negatively impacts pricing should a domestic agreement be reached.

Similar with the domestic market, current global fibre markets remain very soft and the international fibre pricing offered by overseas buyers in the last quarter dramatically declined to the lowest level (-\$35/tonne) experienced since the inception of kerbside recycling (superseding the pricing drop during the global financial crisis and China SWORD periods).

The Draft FY21 NAWMA Budget assumes the current deteriorated fibre market conditions will continue, especially for mixed paper. A slight recovery in cardboard has been dialled into the assumptions.

2. Fee for Services Setting Strategy Across NAWMA: *Strategy: Cost Recovery*

Resource Recovery Centres (RRCs)(Bellchambers and Research Road): Annual gate Fee increase is directly driven and linked with actual waste disposal and operating costs rising. This circa 19% waste processing cost uplift means that gate fees on general waste (mostly for commercial use) will be increased to recover the significant cost increase on waste disposal and processing. NAWMA has been able to keep green waste and other recyclable gate fees close to CPI (or below).

Materials Recovery Facility (MRF): A dynamic gate fee strategy for Client Councils to protect NAWMA's Constituent Councils from the depressed fibre market risks and regulatory risks (e.g. EPA solid waste levy increase)

- Client (Non-member) Councils (minor, Annual Volume < 1,500 tonnes per annum): new gate fee will be increased to a minimum \$130 per/tonne (from \$108/tonne current)
- Client (Non-member) Councils (major, significant risk, Annual Volume > 1,500 tonnes per annum): move to a rise and fall contract from 1 July 2020, new gate fee will start at \$130/tonne and adjusted (quarterly) by market fibre commodity sale prices (reward and risk sharing). NAWMA will then maintain a fixed operating margin to reduce exposure of Constituent Councils
- Constituent Councils: a modest "budget repair" charge (between \$15/tonne and \$35/tonne) is applied to cover the significant fibre price decline year on year. Currently Constituent Councils effectively pay a \$zero/tonne fee at the MRF gate, while acknowledging they have equity share in NAWMA's operating result and



balance sheet. The modest gate fee proposed to be introduced maintains a significant pricing advantage over Client Councils (as it should), while allowing the NAWMA Board the ability to remove/repeal the budget repair mechanism if/when fibre prices reorientate.

Administration charges to Constituent Councils: annual administration income will increase by \$149k in FY21 to reflect our increased level of services to Constituent Councils, while acknowledging a more accurate cost recovery measure. The administration charge has remained static for the past three financial years.

Waste and Landfill Processing Business: CPI increase only on our operating cost plus any pass through the Solid Waste Levy increases. The price advantage between Constituent Councils (“member council rate”) and commercial customers remains.

Further assumptions;

- 3. Estimated increase in the State Government Solid Waste levy of another 3.0% (\$4.2/tonne to \$144.20/tonne)**
- 4. The financial benefit from recent MRF Capital Upgrades, glass fines and robotics projects are due for commissioning late in the current financial year, and the full efficiencies are included in FY21 budget**
- 5. Hard Waste Voucher will increase to a full cost recovery amount, accordingly from 1st July 20 to \$78.20 (from \$70.00), due to a significant waste processing/disposal cost increase by approximately 19%**
- 6. Hard Waste Voucher pricing (cost recovery) harmonisation across all participating Councils**
- 7. A 5% to 10% Hard Waste participation rate increase is budgeted due to continued increase in the participation of these services**
- 8. Household Waste and Recycling growth between 0.5% - 1.5%**
- 9. Overdraft facility may be enacted in FY21 to maintain our current cash outflows**
- 10. Annual CPI increase is projected at 2.2% per annum**
- 11. Bulk Transport Costs and waste processing public tender competitive pricing has been modelled into the assumptions**
- 12. Supplier Payment Term Review has been undertaken to improve our cash flows**
- 13. Freeze non-essential Capital works in FY21 period**

Constituent Councils Draft FY2020/2021 Fee Allocations

City of Salisbury Draft 2020/2021 Fee Allocations

The Draft 2020/2021 Budget proposes a **1.8%** increase in NAWMA fees prior to Solid Waste Levy, MRF budget repair, and the Hard Waste increased participation and cost recovery increases.

The Solid Waste Levy uplift in FY21 is only budgeted by CPI increase after State Government launched a significant increase in June 19 for FY20 period. However, the year on year difference on Solid Waste Levy is approximately 5% due to the significant EPA levy increase that came into effect on 1 January 2020 was only impacting 2nd half of FY20 year, so the total paid levy increase in FY20 reflects a half-year period only.

Hard Waste Collections, Vouchers and tonnages have seen a further significant growth through the current period, with this being used as an indication for the 2020/2021 year. After considering a significant modelled increase in hard waste disposal costs, and significant and sustained increased participation in the service, the year on year difference is approximately 2%.

City of Playford Draft 2020/2021 Fee Allocations



The Draft 2020/2021 Budget proposes approximately **3%** fee increase prior to Solid Waste Levy, MRF budget repair, and Hard Waste increased participation and cost recovery increases. Again, Hard Waste Collections, Vouchers and tonnages have seen a significant increase through the current financial period, with this being used as an indication for the 2020/2021 year.

Town of Gawler Draft 2020/2021 Fee Allocations

The Draft 2020/2021 Budget proposes approximately a **2.8%** fee increase prior to Solid Waste Levy, and MRF budget repair. Hard waste collection and vouchers are not included in FY21 Budget, pending if Town of Gawler decide if it will continue in the next financial year.

Overall FY21 Draft Budgeted Operating Result Analysis

The Board are referred to the attached Draft Model Financial Statements for the preliminary draft operating result, cash flow, and equity position. Unfortunately, at this stage, and due primarily to the sustained deteriorated fibre market, NAWMA's preliminary Draft FY21 Budget is currently projecting an operating deficit of approximately \$1.52M.

Table 1 - The breakdown of operating results in each business unit

Business Units	Draft Projected Operating Results (\$'000)
Kerbside Collections	\$0
Waste	\$700
Recycling (MRF)	-\$1,855
Transfer Stations (RRCs)	-\$203
Corporate	0
AASB 16 Impact (<i>non-cash adjustment</i>)	-\$160
Total FY21 Budget Operating Result	-\$1,518

In detail, Table 2 has listed the (**non-controllable**) key drivers and year on year movements which drive NAWMA's projected operating deficit.

Table 2 - Key Drivers and Risks Outside of NAWMA's Control in FY21 Budget (non-controllable)

Drivers	Total Exposure	Risks	Comments
Recycled commodity pricing reduction	Circa \$2,950k	Globe Trading Market Risk and Industry demand risk: <ul style="list-style-type: none"> Soft Mixed Paper Sale Price: -\$35 p/t from \$75 p/t in FY20 Cardboard Sale Price: \$90 p/t 	Recover (partially) from increasing gate fees (risk and reward sharing agreements) and budget repair charges



			from \$175 p/t in FY20	
Solid Waste Levy Uplift	Circa \$1.2M	Environmental regulation risk:	<ul style="list-style-type: none"> Levy uplift: \$144 p/t from \$110 p/t in July 19 and \$140 in Jan 20 	Pass Through
Suez Waste Costs	ResourceCo Processing	Circa \$650k	Industry charge rate directly linked with Solid Waste Levy increase	A potentially immense cost increase (circa. \$1.2M - \$1.8M) which was negated and significantly reduced by RFT2020/01 tender strategy
Local Government Award Increase	Salary	Circa \$85k	Trend increase in SAMS0 Award	Recovered in administration charges
Waste Management Award Increase		Circa \$125k	Award increase	Built into gate fees and processing costs
Hard Participation Increase	Waste	Circa \$900k	Large and sustained increase in both vouchers and kerbside service	Pass through to participating Constituent Councils
Additional Lease Cost		Circa \$115k	As per current agreements	Recovered in RRC gate fees
Accounting Standard Change		Circa \$ 160k	Change in Accounting Standards	Non-cash financial impact
Depreciation & Amortisation Cost		Circa \$350k	Below line costs	Depreciation cost increase due to MRF upgrade project commencing capitalisation Annual Landfill Amortization provision increase
Total Key Movements outside of NAMWA's control	Circa \$6.5M	A mix of regulatory, participatory and Awards	Non-controllable costs totalling some \$6.5M places considerable uplift pressure on NAWMA's Draft FY21 Budget	



In response to the negative impacts from the non-controllable cost pressures listed above, NAWMA's Management will undertake a series of cost recovery plans and actions to minimise the operating deficit in FY21 period. The list of action items and budgeted operating impacts are summarised in Table 3 below.

Table 3 – Cost Recovery and Financial Improvement Actions under NAWMA's Control (Impacts included in FY21 Budget)

Actions	Budged Amount	Comments
Gate Fee and Charges Increase (RRC)	Circa \$420k	Increase on general waste gate fees (mostly for commercial users)
Gate Fee Increase on MRF Client Customers	Circa \$1,650k	\$950k gate fee increase on 31% of total Intake Volume (Client Councils moving to rise & fall) \$700k increase through existing East Waste rise and fall contract (39% of total volume)
Proposed modest budget repair charge on Constituent Councils	Circa \$270k to \$630k	Constituent Councils comprise 30% MRF intake volume, currently pay \$zero/tonne at the gate, as opposed to \$130/tonne (market rate) \$15/tonne Budget repair delivers \$270k \$35/tonne delivers \$630k
MRF Glass Fines & Robotics Project Benefit	Circa \$180k	Savings delivered through capital upgrade projects
Bulk Transport Cost Saving	Circa \$205k	Transport savings by RFT2020/01 Procurement Strategy
Green Bin Cost Reduction	Circa \$20k	Saving passed through to residents, after NAWMA negotiated better terms with MOBO Group
Hard Waste Voucher Prices Harmonised	Circa \$295k	Increase in voucher prices to reflect full cost recovery and harmonised across all participating Constituent Councils
Total Cost Recoveries	Circa \$3.0M	Controllable and efficiency measures to be implemented by NAWMA in FY21 to assist in offsetting the non-controllable pressures

Solutions for FY21 Budgeted Short-term Operating Deficit & Net Cash Outflows

According to FY21 Budgeted Statement of Cash Flows, NAWMA's cash position at the end of reporting period (30 June 2021) is budgeted at approximately \$462k. In response, NAWMA will hold all the non-essential capital works during FY21 period to minimise the Authority's ongoing repayments and cash outflows.

In order to rectify this projected position, NAWMA's administration is investigating coverage of the projected operating deficit in following options:

- Activate the Cash Overdraft Facility
- Apply for a new LGFA operating cash loan to relieve the short-term cash outflows (low interest, short term)



- Further increase User Charges
- Request Constituent Council's make a special contribution
- Alternatively, NAWMA could fund the operating deficit through a combination of the above options

NAWMA's Chief Executive Officer and Finance Manager are going to provide more details on these above options to the NAWMA Board at the meeting on 27th Feb 2020.

Long Term Finance Overview

NAWMA's Management is confident that the Authority's operating and finance positions will revert to a breakeven/surplus in the medium and long term (from 3rd year onwards), based on:

- Future global fibre sale price is expected to recover once upcoming pulp mills in South East Asian countries are established and ramp up their production and fibre demand. Clearly, if the global (or domestic) fibre market returns to positive territory in the short term, NAWMA's operating position immediately rectifies. Table 4 shows the net operating impact from fibre commodity price movements, noting that when the fibre price increases by every \$10 p/tonne the net operating result will be improved by \$222k.

For example, if recycled cardboard (OCC) pricing returns to \$160 p/tonne and recycled paper (Soft Mixed) returns to \$35 p/tonne, there is a \$1.5M upswing in operating result. This movement alone would balance NAWMA's Draft 2020/2021 Budget operating position.

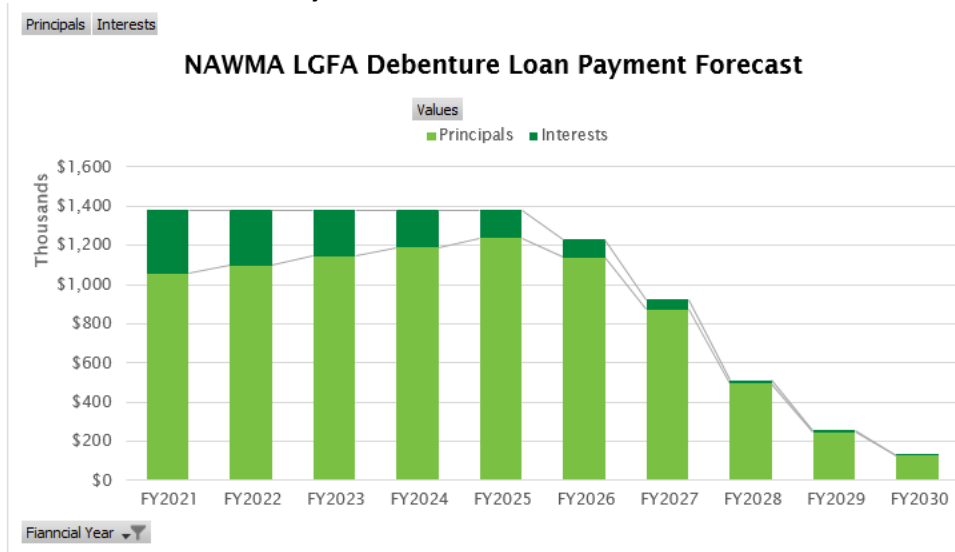
Table 4 – The Fibre Price Impact on the net operating result

OCC Sale Prices	OCC Price Impact ('000)	Soft Mixed Paper Sale Prices	Soft Mixed Paper Impact ('000)	Total Fibre Price Impact ('000)
\$ 90.00	\$ -	\$ (35.00)	\$ -	\$ -
\$ 100.00	\$ 66	\$ (25.00)	\$ 156	\$ 222
\$ 110.00	\$ 132	\$ (15.00)	\$ 312	\$ 444
\$ 120.00	\$ 198	\$ (5.00)	\$ 468	\$ 666
\$ 130.00	\$ 264	\$ 5.00	\$ 624	\$ 888
\$ 140.00	\$ 330	\$ 15.00	\$ 780	\$ 1,110
\$ 150.00	\$ 396	\$ 25.00	\$ 936	\$ 1,332
\$ 160.00	\$ 462	\$ 35.00	\$ 1,092	\$ 1,554

- A potential opportunity (under discussion) to enter a long term supply agreement with local construction manufacturers to reprocess NAWMA's MRF glass fines (small glass fraction that cannot be recycled into bottles) materials and make the use for roadworks in Constituent Councils. The potential improvement in operating result is estimated up to \$1.0M per annum.
- Reduced AASB 16 financial impacts for future financial years.
- Reduced depreciation costs and interests paid to LGFA for the previous borrowings from FY25/26 year onwards as shown in Figure 1.



Figure 1 – NAWMA LGFA Loan Payment Forecast



RECOMMENDATION

That the Board endorses the Draft 2020/2021 Budget Assumptions and Financial Summaries for consultation with Constituent Councils, and a final Draft 2020/2021 Budget be presented at the scheduled April 2020 NAWMA Board Meeting with accompanying Draft 2020/2021 Annual Business Plan



NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY					
(BUDGETED) UNIFORM PRESENTATION OF FINANCES FOR THE YEAR ENDED 30 JUNE 2021					
2018/19 \$000 ACTUALS		2019/20 \$000 ADOPTED BUDGET	2019/20 \$000 BR1	2019/20 \$000 DEC 19 FYF	2020/21 \$000 Proposed Budget
34,034	Operating Revenues	32,574	38,664	37,299	41,677
(34,254)	less Operating Expenses	(32,540)	(38,966)	(39,104)	(43,195)
(220)	Operating Surplus/(Deficit) before Capital Amounts	34	(302)	(1,805)	(1,518)
	<i>less Net Outlays on Existing Assets</i>				
-	Capital Expenditure on renewal and replacement of Existing Assets <i>less Depreciation, Amortisation, Impairment and movement in Landfill</i>	-	(45)	(45)	-
1,394	Provisions	1,299	2,503	2,519	2,735
1,018	<i>less Proceeds from Sales of Replaced Assets</i>	-	-	-	-
2,412		1,299	2,458	2,474	2,735
	<i>less Net Outlays on New and Upgraded Assets</i>				
(480)	Capital Expenditure on New and Upgraded Assets	(4,386)	(3,838)	(3,838)	-
233	<i>less Amounts received specifically for New and Upgraded Assets</i>	1,950	1,500	1,500	-
-	<i>less Proceeds from Sales of Replaced Assets</i>	-	-	-	-
(247)		(2,436)	(2,338)	(2,338)	-
1,945	Net Lending / (Borrowing) for Financial Year	(1,103)	(182)	(1,669)	1,217

NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY					
(BUDGETED) STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2021					
2018/19 \$000 ACTUALS		2019/20 \$000 ADOPTED BUDGET	2019/20 \$000 BR1	2019/20 \$000 DEC 19 FYF	2020/21 \$000 Proposed Budget
INCOME					
33,758	User Charges	32,317	38,164	36,864	41,214
209	Investment Income	22	200	193	193
67	Reimbursements	48	-	0	0
-	Other	187	300	242	270
34,034	TOTAL OPERATING REVENUE	32,574	38,664	37,299	41,677
EXPENSES					
2,753	Employee Costs	2,484	2,850	2,896	3,186
29,756	Materials, Contracts and Other Expenses	28,337	32,969	33,126	36,744
351	Depreciation, Amortisation and Impairment	1,299	2,503	2,519	2,735
1,394	Finance Costs	420	644	563	530
-	Other Expenses	-	-	-	-
34,254	TOTAL EXPENSES	32,540	38,966	39,104	43,195
(220)	OPERATING SURPLUS / (DEFICIT)	34	(302)	(1,805)	(1,518)
(9)	Net Gain / (Loss) on Disposal of Assets	-	-	-	-
233	Amounts received specifically for new/upgraded assets	1,950	1,500	1,500	-
4	NET SURPLUS / (DEFICIT)	1,984	1,198	(305)	(1,518)
-	Other Comprehensive Income				-
-	Changes in revaluation surplus - infrastructure, property, plant and equipment	-	-	-	-
4	TOTAL OTHER COMPREHENSIVE INCOME	0	0	0	0
4	TOTAL COMPREHENSIVE INCOME	1,984	1,198	(305)	(1,518)

NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY					
(BUDGETED) STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2021					
2018/19 \$000 ACTUALS		2019/20 \$000 ADOPTED BUDGET	2019/20 \$000 BR1	2019/20 \$000 DEC 19 FYF	2020/21 \$000 Proposed Budget
CASH FLOWS FROM OPERATING ACTIVITIES					
RECEIPTS					
33,342	Operating Receipts	32,552	38,464	37,106	41,484
209	Investment Receipts	22	200	193	193
PAYMENTS					
(31,429)	Operating Payments to Suppliers and Employees	(30,823)	(36,899)	(37,099)	(40,999)
(351)	Finance Costs	(420)	(357)	(345)	(345)
1,771	NET CASH RECEIVED IN OPERATING ACTIVITIES	1,331	1,408	(145)	334
CASH FLOWS FROM INVESTING ACTIVITIES					
RECEIPTS					
233	Amounts specifically for new or upgraded assets	1,950	1,500	1,500	-
1,018	Maturity of Investments	-	-	-	-
PAYMENTS					
-	Expenditure on Renewal / Replacement Assets	-	(45)	(45)	-
(480)	Expenditure on New / Upgraded Assets	(4,386)	(3,838)	(3,838)	-
771	NET CASH USED IN INVESTING ACTIVITIES	(2,436)	(2,383)	(2,383)	-
CASH FLOWS FROM FINANCING ACTIVITIES					
RECEIPTS					
-	Proceeds from Borrowings	2,236	2,236	2,236	-
PAYMENTS					
(990)	Repayment of Borrowings	(1,186)	(1,137)	(1,137)	(1,056)
(990)	NET CASH USED IN FINANCING ACTIVITIES	1,050	1,099	1,099	(1,056)
1,552	NET INCREASE (DECREASE) IN CASH HELD	(55)	124	(1,429)	(722)
1,061	CASH AT BEGINNING OF REPORTING PERIOD	933	2,613	2,613	1,184
2,613	CASH AT END OF REPORTING PERIOD	878	2,737	1,184	462

NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY					
(BUDGETED) STATEMENT OF FINANCIAL POSITION FOR THE YEAR ENDED 30 JUNE 2021					
2018/19 \$000 ACTUALS		2019/20 \$000 ADOPTED BUDGET	2019/20 \$000 BR1	2019/20 \$000 DEC 19 FYF	2020/21 \$000 Proposed Budget
CURRENT ASSETS					
2,613	Cash and Cash Equivalents	878	2,737	1,184	462
64	MRF Inventory	50	64	64	64
3,172	Trade and Other Receivables	2,689	3,172	3,172	3,172
5,849	TOTAL CURRENT ASSETS	3,617	5,973	4,420	3,698
NON-CURRENT ASSETS					
-	Financial Assets	1,018	-	-	-
14,709	Infrastructure, Property, Plant and Equipment	17,942	22,149	22,134	19,399
14,709	TOTAL NON-CURRENT ASSETS	18,960	22,149	22,134	19,399
20,558	TOTAL ASSETS	22,577	28,122	26,554	23,097
CURRENT LIABILITIES					
3,410	Trade and Other Payables	2,271	3,410	3,410	3,410
1,186	Borrowings	991	1,192	1,016	1,099
191	Provisions	183	191	191	191
4,787	TOTAL CURRENT LIABILITIES	3,445	4,793	4,617	4,700
NON-CURRENT LIABILITIES					
	Trade and Other Payables				
6,318	Provisions	2,659	2,698	2,698	2,698
2,698	Borrowings	7,650	12,678	12,789	10,767
-	Other Non-Current Liabilities	-	-	-	-
9,016	TOTAL NON-CURRENT LIABILITIES	10,309	15,376	15,487	13,465
13,803	TOTAL LIABILITIES	13,754	20,169	20,104	18,165
6,755	NET ASSETS	8,823	7,953	6,450	4,932
EQUITY					
6,095	Accumulated Surplus	8,163	7,293	5,790	4,272
660	Asset Revaluation Reserve	660	660	660	660
-	Other Reserves	-	-	-	-
6,755	TOTAL EQUITY	8,823	7,953	6,450	4,932

NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY					
(BUDGETED) STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2021					
2018/19 \$000 ACTUALS		2019/20 \$000 ADOPTED BUDGET	2019/20 \$000 BR1	2019/20 \$000 DEC 19 FYF	2020/21 \$000 Proposed Budget
ACCUMULATED SURPLUS					
6,091	Balance at beginning of period	6,179	6,095	6,095	5,790
4	Net Surplus / (Deficit)	1,984	1,198	(305)	(1,518)
-	Transfers from reserves	-		-	-
-	Transfers to reserves	-		-	-
-	Distribution to Councils	-		-	-
6,095	Balance at end of period	8,163	7,293	5,790	4,272
ASSET REVALUATION RESERVE					
660	Balance at beginning of period	660	660	660	660
-	Gain on Revaluation of Infrastructure, Property, Plant and Equipment	-		-	-
-	Transfers from reserve	-		-	-
660	Balance at end of period	660	660	660	660
6,755	TOTAL EQUITY	8,823	7,953	6,450	4,932

Individual Business Unit Budget Performance		
2020 - 2021		
Kerbside		
Operating Income		
Member Waste	\$4,204,772	
Member Recycling	\$2,145,545	
Member FOGO	\$1,721,970	
Total Kerbside Collection Income		\$8,072,287
Hardwaste Salisbury	\$317,545	
Hardwaste Playford	\$309,739	
Total Hardwaste Income		\$627,284
MGB's	\$610,479	
Total MGB Income		\$610,479
Total Operating Income		\$9,310,049
Operating Expenditure		
Kerbside Collections		
Member Waste	\$4,204,772	
Member Recycling	\$2,145,545	
Member FOGO	\$1,721,970	
Total Kerbside Collection Income		\$8,072,287
Hardwaste		
Hardwaste Salisbury	\$317,545	
Hardwaste Playford	\$309,739	
Total Hardwaste Income		\$627,284
MGB's	\$610,479	
MGB's Expense		\$610,479
Production		
Employee & Contracts Costs		
Total Production Expenditure		-
Total Operating Expenditure		\$9,310,049
Gross Operating Profit / (Loss)		-
Depreciation		
Amortisation		
Rehabilitation Provisions		
Impairment Of Assets		
Net Operating Profit / (Loss)		

Individual Business Unit Budget Performance

2020 - 2021

Waste

Operating Income		
Waste Processing and Disposal		
Member Waste	\$4,293,514	
Commercial	\$2,306,558	
Total Waste Processing Income		\$6,600,072
Hardwaste Processing		
Hardwaste	\$569,377	
Total Hardwaste Income		\$569,376
State Waste Levy		
State Waste Levy	\$9,223,812	
Total State Waste Levy Collected		\$9,223,812
Other income		
Solar & Gas Royalty Income	\$49,200	
Building Lease income	\$141,840	
Total Other Income		\$191,040
Total Operating Income		\$16,584,301
Operating Expenditure		
Waste Processing and Disposal		
Processing and Disposal Expenditure	\$3,256,806	
Total Waste Processing and Disposal expenditure		\$3,256,806
State Waste Levy		
State Waste Levy	\$9,223,812	
Total State Waste Levy Paid		\$9,223,812
Production		
Employee & Contracts Costs	\$904,235	
Administration & Promotion	\$603,236	
Operating Costs	\$907,416	
Work, Health & Safety	\$21,360	
Fees, Charges & Taxes	\$235,949	
Finance Costs	\$1,200	
Total Production Expenditure		\$2,673,395
Total Operating Expenditure		\$15,154,013
Gross Operating Profit / (Loss)		\$1,430,289
Depreciation	\$277,812	
Amortisation	\$452,680	
Rehabilitation Provisions		
Impairment Of Assets		
Net Operating Profit / (Loss)		\$699,796

Individual Business Unit Budget Performance		
2020 - 2021		
Recycling		
Operating Income		
Waste Processing and Disposal		
Member Waste	\$1,436,111	
Non Member Waste	\$1,462,248	
Total Waste Processing Income		<u>\$2,898,359</u>
Recyclable Materials Sales		
MRF Sales	\$3,005,051	
Total Recyclable Materials Sales		<u>\$3,005,051</u>
Fees & Charges Income		
MRF Sort Fees	\$3,239,268	
Total Fees and Charges Income		<u>\$3,239,268</u>
Total Operating Income		<u>\$9,142,679</u>
Operating Expenditure		
Waste Processing and Disposal		
Total Waste Processing Income	\$3,510,588	
		<u>\$3,510,588</u>
Production		
Employee & Contracts Costs	\$4,973,665	
Administration & Promotion	\$98,320	
Operating Costs	\$958,760	
Work, Health & Safety	\$61,130	
Fees, Charges & Taxes	\$15,000	
Finance Costs	\$325,041	
Total Production Expenditure		<u>\$6,431,917</u>
Total Operating Expenditure		<u>\$9,942,505</u>
Gross Operating Profit / (Loss)		<u>(\$799,826)</u>
Depreciation	\$1,055,304	
Amortisation		
Rehabilitation Provisions		
Impairment Of Assets		
Net Operating Profit / (Loss)		<u>(\$1,855,130)</u>

Individual Business Unit Budget Performance

2020 - 2021

Transfer Station

Operating Income		
Transfer Station Gate Fees		
Transfer Station Gate Fees	\$4,811,400	
Transfer Station - Others	\$189,586	
Total Waste Processing Income		\$5,000,986
Other income		
Building Lease income	\$40,800	
Total Other Income		\$40,800
Total Operating Income		\$5,041,786
Operating Expenditure		
Waste Disposal	\$3,342,877	
Total Waste Disposal Expenditure		\$3,342,877
Production		
Employee & Contracts Costs	\$1,001,070	
Administration & Promotion	\$531,061	
Operating Costs	\$309,180	
Work, Health & Safety	\$22,800	
Fees, Charges & Taxes	-	
Finance Costs	\$16,988	
Total Production Expenditure		\$1,881,099
Total Operating Expenditure		\$5,223,976
Gross Operating Profit / (Loss)		(\$182,190)
Depreciation	\$21,070	
Amortisation		
Rehabilitation Provisions		
Impairment Of Assets		
Net Operating Profit / (Loss)		(\$203,260)

Individual Business Unit Budget Performance

2020 - 2021

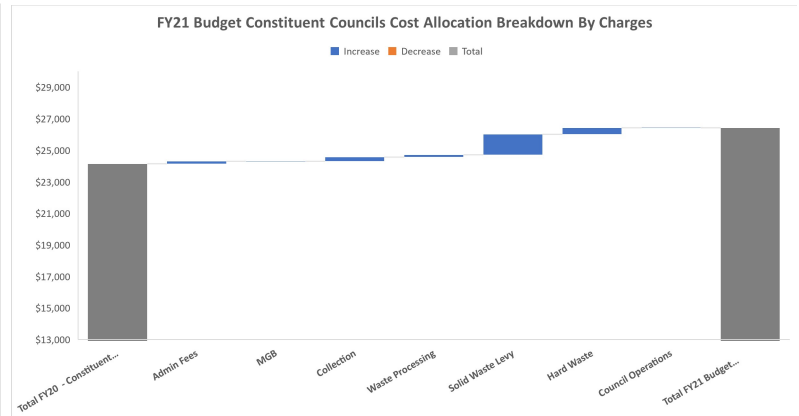
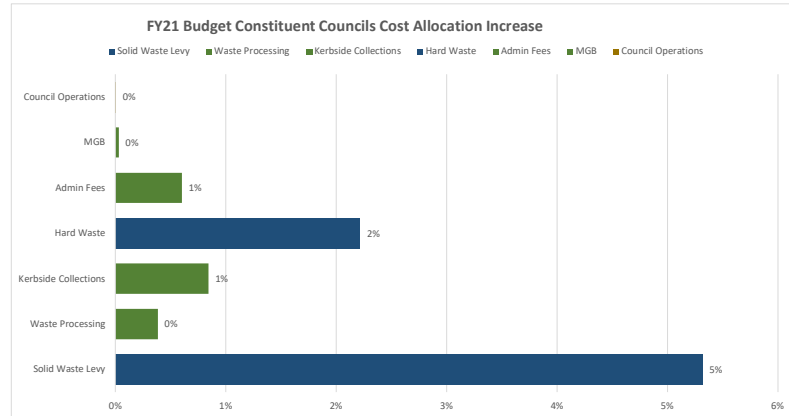
Corporate

Operating Income		
Hardwaste Administration Income		
Hardwaste Administration	\$67,949	
Total Hardwaste Income		\$67,949
Administration Income		
Member Administration Fees	\$1,857,279	
Grant Income	-	
Research Rd contribution - CoS	-	
Interest on Deposits	\$10,180	
Promotions Income	\$150,000	
Other Income	\$54,000	
Total Administration Income		\$2,071,459
Total Operating Income		\$2,139,408
Operating Expenditure		
Administration Expenditure		
Employee & Contracts Costs	\$1,315,194	
Administration & Promotions	(\$282,330)	
Work, Health & Safety	-	
Fees, Charges & Taxes	\$46,220	
Governance	\$82,200	
Finance Costs	\$209,600	
Total Administration Expenditure	-	\$1,370,884
Total Operating Expenditure	-	\$1,370,884
Gross Operating Profit / (Loss)	-	\$768,524
Depreciation	\$928,524	
Amortisation	-	
Rehabilitation Provisions	-	
Impairment Of Assets	-	
Net Operating Profit / (Loss)	-	(\$160,000)

Breakdown of Cost Allocations to Constituent Councils 2020/2021

Waste Category ('000)	YTD Dec 19 Actuals (A)	2HF Forecasts FY20 (B)	FY20 Q2 Budget Update (C) A+B	FY21 Draft Budget	Variance Draft FY21 BUD - FY20 Total	YOY Variance (%)	YOY Weighted Variance (%)
Admin Fees	\$854	\$854	\$1,709	\$1,857	\$149	9%	1%
MGB	\$169	\$171	\$340	\$351	\$11	3%	0%
Domestic Waste Collection	\$2,039	\$2,039	\$4,077	\$4,205	\$128	3%	1%
Domestic Waste Processing	\$1,482	\$1,482	\$2,965	\$3,086	\$121	4%	1%
Solid Waste Levy - Domestic Waste	\$3,019	\$3,843	\$6,862	\$8,063	\$1,201	17%	5%
Domestic Waste	\$6,540	\$7,364	\$13,904	\$15,354	\$1,450	10%	6%
Recycling Waste Collection	\$1,033	\$1,037	\$2,070	\$2,109	\$39	2%	0%
MRF Residual Waste & Glass Fines Processing	\$154	\$172	\$326	\$331	\$6	2%	0%
Solid Waste Levy - MRF Waste	\$448	\$571	\$1,019	\$1,105	\$86	8%	0%
Recycling	\$1,635	\$1,779	\$3,414	\$3,545	\$131	4%	1%
Garden Organics Collection	\$810	\$818	\$1,627	\$1,722	\$95	6%	0%
Garden Organics Processing	\$399	\$399	\$799	\$821	\$23	3%	0%
Garden Organics Disposal	\$0	\$0	\$0	\$0	\$0	0%	0%
Garden Organic	\$1,209	\$1,217	\$2,426	\$2,543	\$117	5%	0%
Vouchers	\$299	\$353	\$651	\$984	\$332	51%	1%
Hard Waste Collection	\$291	\$320	\$611	\$627	\$16	3%	0%
Hard Waste Processing	\$31	\$35	\$66	\$68	\$2	3%	0%
Hard Waste Disposal	\$244	\$269	\$513	\$569	\$56	11%	0%
Hard Waste	\$866	\$976	\$1,842	\$2,248	\$406	22%	2%
Illegal Dumping	\$116	\$116	\$232	\$234	\$1	1%	0%
Street Sweeping	\$144	\$144	\$287	\$288	\$1	0%	0%
Clean Greens (FOGO COP)	\$0	\$0	\$0	\$0	\$0	0%	0%
Council Operations	\$260	\$260	\$520	\$522	\$2	0%	0%
Total	\$11,533	\$12,622	\$24,155	\$26,420	\$2,265	9%	9%

Charge Category ('000)	YTD Dec 19 Actuals (A)	2HF Forecasts FY20 (B)	FY20 Q2 Budget Update (C) A+B	FY21 Draft Budget	Variance Draft FY21 BUD - FY20 Total	YOY Variance (%)	YOY Weighted Variance (%)
Solid Waste Levy	\$3,468	\$4,413	\$7,881	\$9,168	\$1,287	16%	5%
Waste Processing	\$2,035	\$2,054	\$4,089	\$4,239	\$150	4%	1%
Kerbside Collections	\$3,881	\$3,893	\$7,774	\$8,036	\$261	3%	1%
Hard Waste	\$866	\$976	\$1,842	\$2,248	\$406	22%	2%
Admin Fees	\$854	\$854	\$1,709	\$1,857	\$149	9%	1%
MGB	\$169	\$171	\$340	\$351	\$11	3%	0%
Council Operations	\$260	\$260	\$520	\$522	\$2	0%	0%
Total Charges	\$11,533	\$12,622	\$24,155	\$26,420	\$2,265	9%	9%



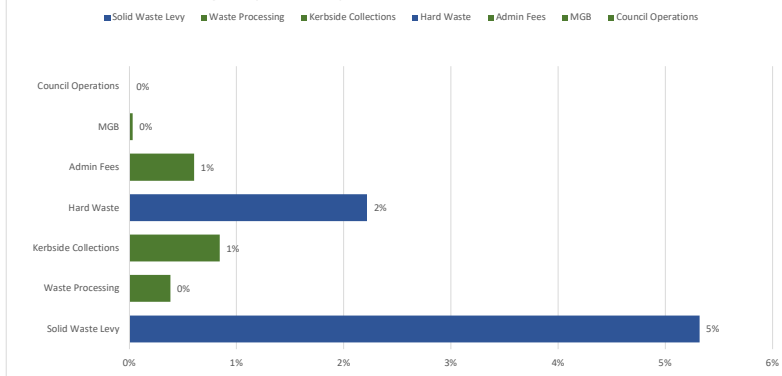
Breakdown of Cost Allocations to Individual Constituent Councils 2020/2021

City of Salisbury

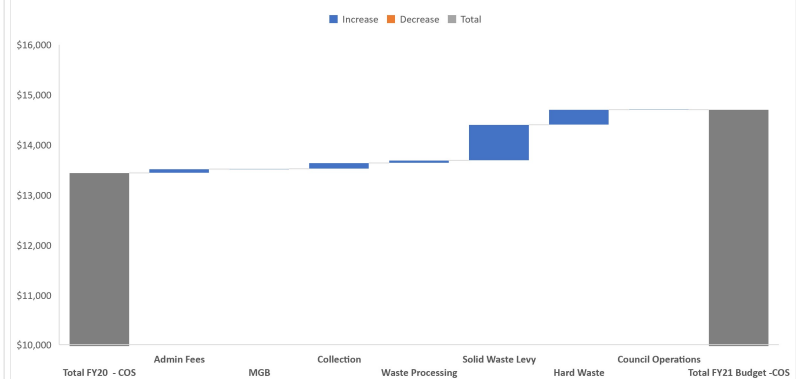
Waste Category ('000)	YTD Dec 19 Actuals (A)	2HF Forecasts FY20 (B)	FY20 Q2 Budget Update (C) A+B	FY21 Draft Budget	Variance Draft FY21 BUD - FY20 Total	YOY Variance (%)	YOY Weighted Variance (%)
Admin Fees	\$465	\$465	\$931	\$1,011	\$81	9%	1%
MGB	\$73	\$73	\$146	\$150	\$4	3%	0%
Domestic Waste Collection	\$1,133	\$1,133	\$2,265	\$2,325	\$59	3%	0%
Domestic Waste Processing	\$831	\$831	\$1,661	\$1,709	\$48	3%	0%
Solid Waste Levy - Domestic Waste	\$1,658	\$2,110	\$3,769	\$4,436	\$668	18%	5%
Domestic Waste	\$3,622	\$4,074	\$7,695	\$8,470	\$775	10%	6%
Recycling Waste Collection	\$569	\$569	\$1,138	\$1,152	\$15	1%	0%
MRF Residual Waste & Glass Fines Processing	\$82	\$92	\$174	\$177	\$3	2%	0%
Solid Waste Levy - MRF Wastes	\$239	\$305	\$544	\$591	\$47	9%	0%
Recycling	\$890	\$966	\$1,856	\$1,921	\$65	3%	0%
Garden Organics Collection	\$486	\$486	\$972	\$1,012	\$39	4%	0%
Garden Organics Processing	\$257	\$257	\$513	\$514	\$0	0%	0%
Garden Organics Disposal					\$0		0%
Garden Organic	\$743	\$743	\$1,486	\$1,525	\$40	3%	0%
Hard Waste Vouchers	\$180	\$228	\$408	\$666	\$258	63%	2%
Hard Waste Collection	\$147	\$161	\$308	\$318	\$10	3%	0%
Hard Waste Processing	\$21	\$24	\$45	\$47	\$2	4%	0%
Hard Waste Disposal	\$137	\$150	\$287	\$315	\$29	10%	0%
Hard Waste	\$484	\$563	\$1,048	\$1,345	\$298	28%	2%
Illegal Dumping	\$73	\$73	\$146	\$146	\$0	0%	0%
Street Sweeping	\$66	\$66	\$131	\$131	\$0	0%	0%
Clean Greens (FOGO COP)	\$0	\$0	\$0	\$0	\$0	0%	0%
Council Operations	\$139	\$139	\$277	\$278	\$1	0%	0%
Total	\$6,416	\$7,022	\$13,438	\$14,702	\$1,263	9%	9%

Charge Category ('000)	YTD Dec 19 Actuals (A)	2HF Forecasts FY20 (B)	FY20 Q2 Budget Update (C) A+B	FY21 Draft Budget	Variance Draft FY21 BUD - FY20 Total	YOY Variance (%)	YOY Weighted Variance (%)
Solid Waste Levy	\$1,898	\$2,415	\$4,313	\$5,027	\$715	17%	5%
Waste Processing	\$1,170	\$1,180	\$2,349	\$2,401	\$51	2%	0%
Kerbside Collections	\$2,188	\$2,188	\$4,375	\$4,488	\$113	3%	1%
Hard Waste	\$484	\$563	\$1,048	\$1,345	\$298	28%	2%
Admin Fees	\$465	\$465	\$931	\$1,011	\$81	9%	1%
MGB	\$73	\$73	\$146	\$150	\$4	3%	0%
Council Operations	\$139	\$139	\$277	\$278	\$1	0%	0%
Total Charges	\$6,416	\$7,022	\$13,438	\$14,702	\$1,263	9%	9%

FY21 Budget City of Salisbury Cost Allocation Increase



FY21 Budget City of Salisbury Cost Allocation Breakdown By Charges

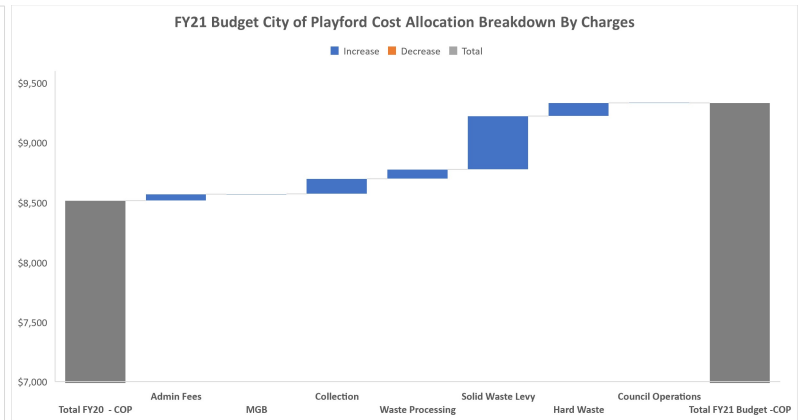
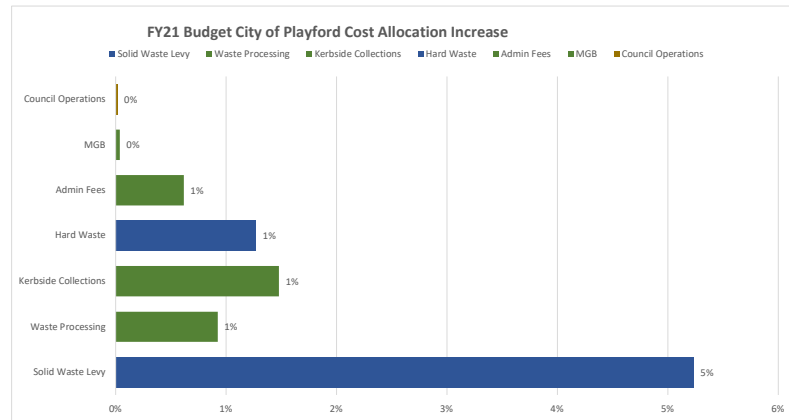


Breakdown of Cost Allocations to Individual Constituent Councils 2020/2021

City of Playford

Waste Category ('000)	YTD Dec 19 Actuals (A)	2HF Forecasts FY20 (B)	FY20 Q2 Budget Update (C) A+B	FY21 Draft Budget	Variance Draft FY21 BUD - FY20 Total	YOY Variance (%)	YOY Weighted Variance (%)
Admin Fees	\$302	\$302	\$604	\$656	\$53	9%	1%
MGB	\$76	\$76	\$152	\$155	\$3	2%	0%
Domestic Waste Collection	\$704	\$704	\$1,408	\$1,470	\$62	4%	1%
Domestic Waste Processing	\$507	\$507	\$1,015	\$1,071	\$56	6%	1%
Solid Waste Levy - Domestic Waste	\$1,059	\$1,348	\$2,406	\$2,820	\$414	17%	5%
Domestic Waste	\$2,270	\$2,559	\$4,829	\$5,361	\$532	11%	6%
Recycling Waste Collection	\$358	\$358	\$716	\$737	\$20	3%	0%
MRF Residual Waste & Glass Fines Processing	\$58	\$65	\$122	\$124	\$2	2%	0%
Solid Waste Levy - MRF Wastes	\$168	\$214	\$382	\$414	\$32	8%	0%
Recycling	\$584	\$637	\$1,221	\$1,275	\$54	4%	1%
Garden Organics Collection	\$232	\$240	\$471	\$515	\$43	9%	1%
Garden Organics Processing	\$103	\$103	\$205	\$226	\$20	10%	0%
Garden Organics Disposal				\$0	\$0		0%
Garden Organic	\$334	\$342	\$676	\$740	\$64	9%	1%
Hard Waste Vouchers	\$119	\$125	\$244	\$318	\$74	30%	1%
Hard Waste Collection	\$144	\$159	\$303	\$310	\$7	2%	0%
Hard Waste Processing	\$10	\$11	\$21	\$21	\$0	1%	0%
Hard Waste Disposal	\$108	\$119	\$227	\$254	\$27	12%	0%
Hard Waste	\$381	\$413	\$794	\$903	\$108	14%	1%
Illegal Dumping	\$43	\$43	\$87	\$87	\$1	1%	0%
Street Sweeping	\$78	\$78	\$156	\$157	\$1	0%	0%
Clean Greens (FOGO COP)	\$0	\$0	\$0	\$0	\$0		0%
Council Operations	\$121	\$121	\$243	\$244	\$1	1%	0%
Total	\$4,069	\$4,450	\$8,519	\$9,335	\$816	10%	10%

Charge Category ('000)	YTD Dec 19 Actuals (A)	2HF Forecasts FY20 (B)	FY20 Q2 Budget Update (C) A+B	FY21 Draft Budget	Variance Draft FY21 BUD - FY20 Total	YOY Variance (%)	YOY Weighted Variance (%)
Solid Waste Levy	\$1,227	\$1,562	\$2,789	\$3,234	\$446	16%	5%
Waste Processing	\$668	\$675	\$1,343	\$1,421	\$79	6%	1%
Kerbside Collections	\$1,294	\$1,302	\$2,595	\$2,721	\$126	5%	1%
Hard Waste	\$381	\$413	\$794	\$903	\$108	14%	1%
Admin Fees	\$302	\$302	\$604	\$656	\$53	9%	1%
MGB	\$76	\$76	\$152	\$155	\$3	2%	0%
Council Operations	\$121	\$121	\$243	\$244	\$1	1%	0%
Total Charges	\$4,069	\$4,450	\$8,519	\$9,335	\$816	10%	10%

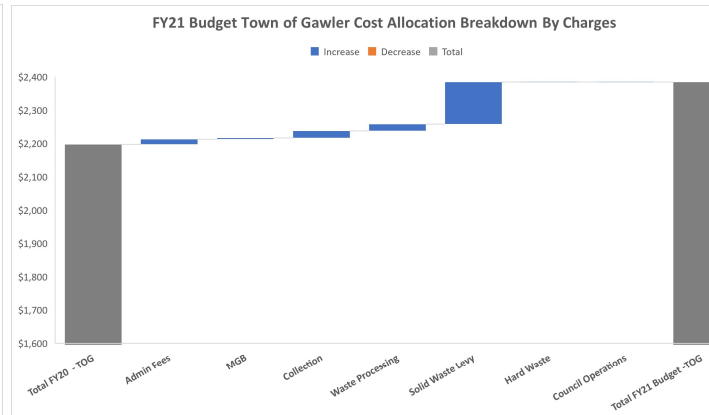
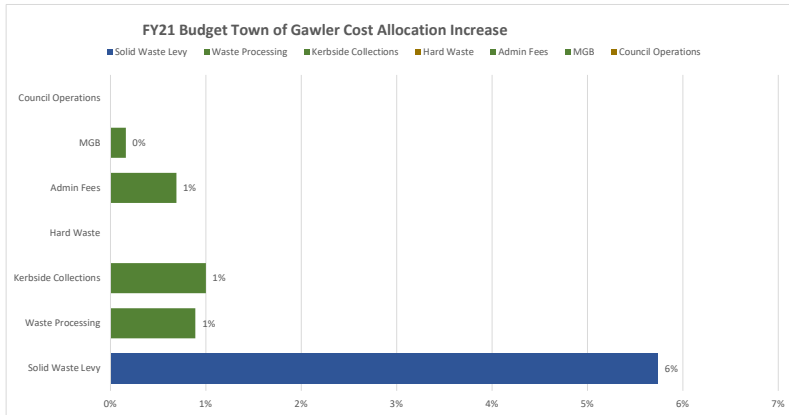


Breakdown of Cost Allocations to Individual Constituent Councils 2020/2021

Town of Gawler

Waste Category ('000)	YTD Dec 19 Actuals (A)	2HF Forecasts FY20 (B)	FY20 Q2 Budget Update (C) A+B	FY21 Draft Budget	100000%		
					Variance Draft FY21 BUD - FY20 Total	YOY Variance (%)	YOY Weighted Variance (%)
Admin Fees	\$87	\$87	\$174	\$190	\$15	9%	1%
MGB	\$20	\$22	\$42	\$45	\$4	8%	0%
Domestic Waste Collection	\$202	\$202	\$404	\$411	\$6	2%	0%
Domestic Waste Processing	\$144	\$144	\$288	\$305	\$17	6%	1%
Solid Waste Levy - Domestic Waste	\$302	\$385	\$687	\$807	\$120	17%	5%
Domestic Waste	\$640	\$731	\$1,380	\$1,523	\$143	10%	6%
Recycling Waste Collection	\$106	\$110	\$216	\$220	\$4	2%	0%
MRF Residual Waste & Glass Fines Processing	\$14	\$15	\$29	\$30	\$1	2%	0%
Solid Waste Levy - MRF Wastes	\$41	\$52	\$92	\$99	\$7	7%	0%
Recycling	\$161	\$177	\$338	\$349	\$11	3%	1%
Garden Organics Collection	\$92	\$92	\$184	\$195	\$12	6%	1%
Garden Organics Processing	\$40	\$40	\$80	\$82	\$2	3%	0%
Garden Organics Disposal	\$0	\$0	\$0	\$0	\$0	0%	0%
Garden Organic	\$132	\$132	\$264	\$277	\$14	5%	1%
Hard Waste Vouchers	\$0	\$0	\$0	\$0	\$0		
Hard Waste Collection	\$0	\$0	\$0	\$0	\$0		
Hard Waste Processing	\$0	\$0	\$0	\$0	\$0		
Hard Waste Disposal	\$0	\$0	\$0	\$0	\$0		
Hard Waste	\$239	\$0	\$0	\$0	\$0		
Illegal Dumping	\$0	\$0	\$0	\$0	\$0		
Street Sweeping	\$0	\$0	\$0	\$0	\$0		
Clean Greens (FOGO COP)	\$0	\$0	\$0	\$0	\$0		
Council Operations	\$0	\$0	\$0	\$0	\$0		
Total Waste Service - Town of Gawler	\$1,041	\$1,149	\$2,198	\$2,384	\$186	8%	8%

Charge Category ('000)	YTD Dec 19 Actuals (A)	2HF Forecasts FY20 (B)	FY20 Q2 Budget Update (C) A+B	FY21 Draft Budget	100000%		
					Variance Draft FY21 BUD - FY20 Total	YOY Variance (%)	YOY Weighted Variance (%)
Solid Waste Levy	\$343	\$437	\$780	\$906	\$126	16%	6%
Waste Processing	\$198	\$199	\$397	\$417	\$20	5%	1%
Kerbside Collections	\$400	\$404	\$804	\$826	\$22	3%	1%
Hard Waste	\$239	\$0	\$0	\$0	\$0		
Admin Fees	\$87	\$87	\$174	\$190	\$15	9%	1%
MGB	\$20	\$22	\$42	\$45	\$4	8%	0%
Council Operations	\$0	\$0	\$0	\$0	\$0		
Total Charges	\$1,288	\$1,149	\$2,198	\$2,384	\$186	8%	8%



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Agenda Item 8.2

Report Subject: Budget Review Process (revised)	Report Author: Finance Manager
Meeting Date: 27 February 2020	Report Type: Decision report (finance, governance)
Attachments: 8.2.1 – Budget Review Process	

Purpose of the Report

To provide the Board with the details of the minor change in NAWMA's budget review process, following the discussion in the last joint Board and Audit Committee meeting on 21 November 2019.

Background

The Board requested NAWMA to consider a new budget review process to distinguish the changes between known ongoing (material, permanent) financial forecast movements, as opposed to potential, uncertain, or minor financial forecast movements, in future Budget Reviews. This was to ensure that Constituent Councils, if adopting NAWMA's revised budget position, would only be doing so on actual known forecast variances.

Report

NAWMA Management has taken account of this new budget review request by the NAWMA Board and revised the previous budget review process in early December 2019.

NAWMA will now produce two (2) formal Budget Reviews for the Board and Audit Committee and distribute these formally to the Constituent Councils for consideration, and adoption should they wish to take the reviews through their respective chambers. The Budget Reviews will capture the actual, permanent, and known variances for the full financial year.

In addition, four (4) Budget Forecast Reports will be issued to the Board and Audit Committee to further illustrate what NAWMA's Management consider may be the additional headwinds (or positive variances) for matters that are not completely known, are temporary, or uncertain. If these variances are later confirmed they will be included in future formal budget reviews.

The timing for two budget review reports in this amended process will be the same as previous BR1 and BR3, while the quarterly Full Year Forecasts will be then provided to the Board (and Audit Committee).

The amended financial reporting process is in compliance with the requirement outlined in Regulation 9(1)(a) Local Government (Financial Management) Regulations 2011, while four quarterly full year forecasts are to meet Regulation 9(1)(b) in Local Government Regulations 2011.

The Regulations set out;

Regulation 9 – Review of Budgets

A council, council subsidiary or regional subsidiary must prepare and consider the following reports:



- (a) *at least twice, between 30 September and 31 May (both dates inclusive) in the relevant financial year (where at least 1 report must be considered before the consideration of the report under subregulation (1)(b), and at least 1 report must be considered after consideration of the report under subregulation (1)(b))—a report showing a revised forecast of its operating and capital investment activities for the relevant financial year compared with the estimates for those activities set out in the budget presented in a manner consistent with the note in the Model Financial Statements entitled Uniform Presentation of Finances;*
- (b) *between 30 November and 15 March (both dates inclusive) in the relevant financial year—a report showing a revised forecast of each item shown in its budgeted financial statements for the relevant financial year compared with estimates set out in the budget presented in a manner consistent with the Model Financial Statements.*

The board are referred to the attached schematic outlining the revised budget reporting timeline.

The changes, NAWMA Management believe, will provide the NAWMA Board, Audit Committee and Constituent Councils with;

- a) more certainly in adopting the formal budget reviews
- b) more frequent financial performance updates and insights to make critical decisions in the short term
- b) a clear and high-level operating preview in the medium to long-term

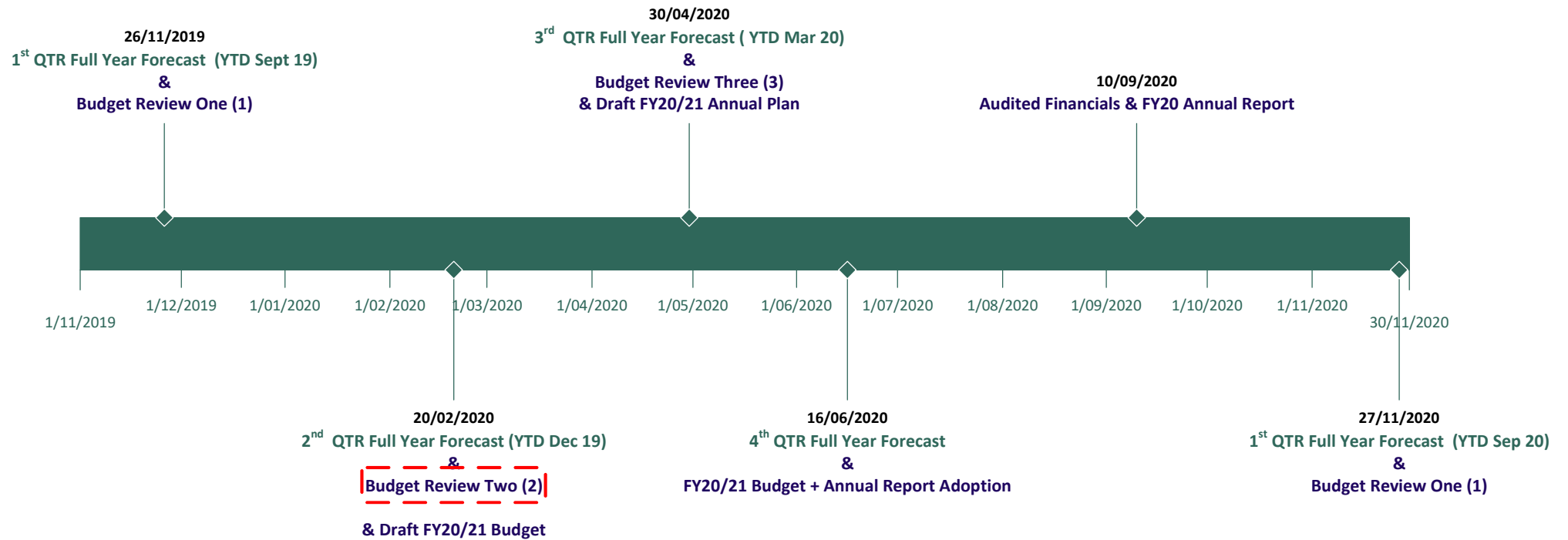
After consultation with NAWMA's Audit Committee at the Committee Meeting of 20 February 2020, NAWMA's Administration will now seek an independent (financial/legal) opinion on whether the interpretation presented in this Agenda Item is aligned with the intent of the Local Government (Financial Management) Regulations 2011.

RECOMMENDATION

That NAWMA's Chief Executive Officer bring forward a further Report to the Board furnishing a legal/financial opinion on NAWMA's revised Budget Review process



BUDGET REVIEW TIMELINE



Four (4) Full Year Forecasts (Budget Update) include following movements:

- Income & Expenses updates
- All Known changes and issues as at end reporting period (material & immaterial)
- Market and operational risks estimates at our best business knowledge
- Any movements (including non-permanent, once-off changes)

Two Budget Reviews include movements below:

- Income & Expenses updates (Major Movements only)
- All Known changes and issues as at end of the reporting period if potential impact is \$50,000 or above
- Major Market and operational risks at our best knowledge (more than 80% possibility & the potential impact > \$50,000)
- Major Unbudgeted Business Improvement Plans
- Permanent, ongoing or major once-off changes (>\$50,000)

Removed Item

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Agenda Item 8.3

Report Subject: LGRS 2019 Risk Evaluation Action Plan and WHS Resourcing	Report Author: Chief Executive Officer
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Meeting Date: 27 February 2020	Report Type: Information report (risk, governance, operational)
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Attachments: NAWMA 2019-20 Risk Evaluation Action Plan Progress Report

Purpose of the Report

To provide the Board with an opportunity to review the Local Government Association Workers Compensation Scheme (LGAWCS) and Mutual Liability Schemes (LGAMLS) 2019-2020 Risk Evaluation Action Plan and discuss the resourcing for NAWMA's WHS function.

Background

NAWMA became a Full Member of the LGAWCS and LGAMLS as at 1 July 2019.

At the meeting of 21 November 2019, the joint sitting of the NAWMA Audit Committee and Board were presented with a copy of the LGAWCS/LGAMLS 2019 Risk Evaluation Summary Report after NAWMA took part in their first formal audit in August 2019.

The 2019 Risk Evaluation review identified many non-conformances, which is not uncommon for the first audit under the Scheme. NAWMA are using the findings from the evaluation to prioritise what needs to be done to move NAWMA to a conforming system and inform the next two (2) years of our WHS and Risk work program.

A formal part of this improvement process is to document a two (2) year Action Plan, which is appended for the Board's reference.

Report

LGAWCS/LGAMLS 2019 Risk Evaluation Action Plan

In consultation with the Scheme's WHS Consultant and Strategic Risk Consultant, NAWMA's WHS and Environmental Officer has developed an Action Plan to review, monitor and complete the actions required.

The proposed Action plan currently has 32 WHS actions followed by 30 Risk actions, currently 8 risk actions along with the 32 WHS Actions proposed to be completed by 30th September 2020. The remaining risk and WHS actions will be allocated to the following year prior to NAWMA's next evaluation.

The outcome of the Action plan is to build and implement the Risk Framework documentation associated policies and procedures. Develop a reporting process for strategic, key operational, project and emerging risks. Design and set up a corporate risk register for the business, identify any training requirements and undertake training accordingly.



The WHS Action plan outcome is to implement and populate skytrust and its components including training needs analysis, training plans, training register, hazard register, task risk assessments, safe work method statements and along with components contained in the risk action plan.

The action plan will assist NAWMA in working towards our Work Health and Safety Management system to improve Health and Safety throughout the organisation and continue the movement towards eliminating preventable workplace injuries and minimising and identifying organisational risks.

A draft copy of the action plan is attached. Note, a peer review of the action plan needs to be conducted by the LGAWCS/LGAMLS prior to the action plan being adopted by the organisation.

WHS Resourcing

Currently, NAWMA has 1.0FTE dedicated to WHS and risk, however this resource is also pulled into many operational areas due to his high skill set and significant experience in the maintenance and operation of the Materials Recovery Facility. It is clear that the implementation of the 2019-2020 Risk Evaluation Action Plan (in addition to populating the WHS platform Skytrust) will take considerable time and effort.

NAWMA's Administration have identified three resourcing strategies;

Shared consultant/third party with Adelaide Hills Regional Waste Management Authority (AHRWMA);

AHRWMA is a Local Government Regional Subsidiary undertaking similar operations to NAWMA. AHRWMA became a full scheme member at the same time as NAWMA, and was also assessed by the Scheme in 2019. NAWMA and AHRWMA are at a similar stage of implementing their risk management program and therefore it is recommended that the two Subsidiaries jointly seek a shared resource/consultant to assist with implementing their Action Plans and establishing the required risk management documentation. Market testing has identified a local consultant who has vast experience with the scheme, and could assist both Subsidiaries with the implementation of the Action Plan(s) and Skytrust population for approximately \$50k across two financial years. This would equate to an unbudgeted amount of \$25k for NAWMA.

NAWMA employs a consultant/third party;

As per above, but potentially losing some economies of scale that could be achieved by procuring jointly with AHRWMA. The benefit in sole procurement would be that NAWMA could work at its own pace and urgency, noting the 30 September 2020 deadline.

Secondment from a Constituent Council;

Each of NAWMA's Constituent Councils have dedicated WHS/Risk/Governance teams that are well equipped to deliver the respective Councils own WHS and risk programs. While an appetite for this has not been tested, NAWMA could formally request that an officer be seconded to NAWMA on a part time basis to deliver the Action Plan. It is unlikely that a dedicated resource would be allocated to NAWMA for the length of time required to deliver the Action Plan.

On considering this matter, NAWMA's Audit Committee recommended that funding be sought from the Scheme to cover some/all of the costs.

Recommendation

That the Report is received and noted, and the Board support the request for resourcing to assist with the delivery of the Risk Evaluation Action Plan, and

That funding be sought from the Local Government Mutual Liability Scheme



WORK HEALTH AND SAFETY

NC	1.2.1	It is recommended to set up the policies and procedures and have effective implementation.	Develop an Implementation process flow checklist	Developed Checklist V1 Dec 2019	WHS & Environmental Officer	C													
		Is there a document register for the management of policies and procedures - wil this be done in SkyTrust??	Develop an Implementation process flow checklist for Document Management	Completed Checklist for Document Management - Dec 2019	WHS & Environmental Officer	C													
			Develop an Implementation process flow checklist for Induction & Training Procedure									P							
			Develop an Implementation process flow checklist for Consultation & Communication									P							
			Develop an Implementation process flow checklist for Hazard Management									P							
			Develop an Implementation process flow checklist for Incident Reporting and Investigation Procedure									P							
			Develop an Implementation process flow checklist for Preventative & Corrective Actions Procedure									P							
			Develop an Implementation process flow checklist for First Aid Procedure									P							
			Develop an Implementation process flow checklist for Planning & Program Development Procedure									P							
			Develop an Implementation process flow checklist for Workplace Inspection Procedure									P							
NC	3.2.1	With the development of the Skytrust program determine training needs of workers in consultation with affected workers and labour hire providers, where appropriate. Develop the training plan as per s4.3 of the WHS Induction and Training Procedure. In addition to a implementing a documented process for following up on non-attendance attendance, evaluation, gaps in learning and effectiveness of implementation of training provided.	Develop Training Needs Analysis in skytrust utilising e.g. Job Descriptions, Hazard Register, Consultation with Supervisors & Managers, WHS Induction & training Procedure, legislative requirements etc.										P						
			Develop Training Plan in skytrust utilising e.g. TNA												P				
			Develop Training Register in skytrust (records) including Licences, Certificates, Attendance register and Non Attendances of training.												P				
			Develop a Training Evaluation form										P						
			Develop/source Training Awareness sessions for e.g. Hazard Management, First Aid, Incident Investigation											P					
			Include Training as an Agenda Item for the WHS Steering Group Meetings on attendance & Non attendance.										P						
NC	3.3.2	That NAWMA WHS Steering Committee review the Corrective and Preventative Action Procedure requirements and determine the actions necessary to develop a CAPA system either within (or outside) the Skytrust program. From this, measurements can be developed to determine completion of actions within designated responsibilities and analysis of review of Implementation of corrective action(s) within defined timeframes with which to hold individuals accountable. Review the responsibilities incorporated within the WHS Procedures, develop those responsibilities for inclusion in the Position Descriptions of key stakeholders. NAWMA implement a Development and Review process to determine if workers have met their designated responsibilities within the WHS system.	Review Position Descriptions to ensure WHS responsibilities are captured.												P				
			Enter Corrective Actions into skytrust from e.g. WHS Steering Group Meetings, Investigations, Hazard Reports etc.										P						
NC	3.8.1	Continue with the implementation of skytrust system. Continue with the development and implementation of the NAWMA Hazard Register. This needs to identify Tasks undertaken and plant used, the priority for undertaking risk assessments should then be identified and a schedule put in place to advise when the risk assessments will be undertaken. Undertake Risk assessments as per the schedule developed and identify suitable controls, based on the hierarchy of controls in consultation with workers and the WHS Steering Group. Implement controls developed and implement process for checking the effectiveness of controls and determine if other hazards have been introduced.	Review Documentation to ensure Risk Matrix in all documents and processes align.	Completed - Documentation has a standardised Risk Matrix - e.g. skytrust, Risk Assessments, Hazard Report Form	WHS & Environmental Officer	C													
			Undertake a Review of the Hazard Register and update as required to include identifying and prioritising Risk assessments													P			

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Agenda Item 8.4

Report Subject:	Financial Delegations Update	Report Author:	Finance Manager
Meeting Date:	27 February 2020	Report Type:	Decision report (financial, governance)
Attachments:	8.4.1 – Financial Delegations Policy (with mark-ups)		

Purpose of the Report

To provide the Board with an opportunity to update the Financial Delegations policy as currently required.

Background

Reviewing and updating policy and procedure control in line with operational and Audit requirements.

Report

Considering recent operational changes and projected requirements, NAWMA's current Financial Delegations policy requires amendment to support a more efficient and functional framework. The changes are summarised as follows:

Existing Wording	Changed Wording	Reasoning
Collections & Processing Manager	<i>Processing & Disposal Supervisor</i>	Due to the recent redundancy of the Collections and Processing Manager an operational need exists for the Processing and Disposal Supervisor to hold a business credit card with a small limit
Resource Recovery Manager	<i>Chief Operations Officer</i>	Due to the recent operational restructure this role has been re-titled to reflect increased duties and responsibilities
Finance & Corporate Performance Manager	<i>Finance Manager</i>	Title updated due to departure of previous Manager and onboard of current Manager
Marketing & Communications Officer	<i>Education & Projects Coordinator</i>	Title updated in 2019 to reflect role more accurately
Accountant Support Officer	<i>Accountant</i>	Title updated in early 2020 to reflect role more accurately
N/A	<i>Authorisation to upload bank EFTs to the electronic portal (note #2 and note #3)</i>	Insertion of this section to align with comments from NAWMA Audit Committee surrounding



		authorisations of uploading and authorising an electronic banking file
Petty Cash (see note #3)	N/A	This section has been removed to reflect outdated practices – NAWMA no longer hold any petty cash onsite, all required payments and reimbursements are completed using electronic banking
N/A	<i>Note #3 – the uploader of EFT file cannot be one of the two-person authorisation process</i>	This note has been added to align with comments from NAWMA Audit Committee surrounding authorisations of uploading and authorising an electronic banking file

RECOMMENDATION

That the Report is received and noted and the amendments to the Financial Delegations Policy are endorsed



Northern Adelaide Waste Management Authority

SUB DELEGATIONS REGISTER

FINANCIAL DELEGATIONS (Within Approved Budgets/Business Plans)

Adopted 28 February 2019 by NAWMA Board

For adoption at 27 February 2020 NAWMA Board Meeting

AUTHORITY DESCRIPTION	POSITION	LIMIT
Company Visa Card	Chief Executive Officer	\$10000
	Collections & Processing Manager	\$5000
	Processing & Disposal Supervisor	
	Resource Recovery Manager	\$5000
	Chief Operations Officer	
	Finance & Corporate Performance Manager	\$5000
Authorisation to sign purchase orders and approve expenditure on behalf of The Authority in accordance with adopted budget provisions and the Purchasing Policy.	Finance Manager	
	Executive Assistant	\$2000
	Chief Executive Officer	\$100,000 (note #1)
	Collections & Processing Manager	\$100,000
	Resource Recovery Manager	\$100,000
	Chief Operations Officer	
	Finance & Corporate Performance Manager	\$100,000
	Finance Manager	
	WHS Supervisor	\$2,500
	Operations Supervisor	\$2,500
	Processing & Disposal Supervisor	
	Executive Assistant	\$2,500
	Marketing & Communications Officer	\$2,500
Education & Projects Coordinator		
Authorisation to sell or dispose of Assets other than Land	Team Leader – Administration	\$2,500
	Maintenance Fitter – Leading Hand	\$2,500
	Chief Executive Officer	\$500,000
	Resource Recovery Manager	\$250,000
	Chief Operations Officer	
	Collections & Processing Manager	\$100,000
Authorisation to upload bank EFTs to the electronic portal (note #2 and note #3)	Finance & Corporate Performance Manager	\$100,000
	Finance Manager	
	Chief Executive Officer	n/a
	Finance Manager	n/a
	Accountant	n/a
	Executive Assistant	n/a
Authorisation to process and sign bank EFTs (note #2)	Chief Operations Officer	n/a
	Accounts Officer	n/a
	Chief Executive Officer	n/a
	Collections & Processing Manager	n/a
	Finance & Corporate Performance Manager	n/a
	Finance Manager	
	Finance Officer	n/a
Executive Assistant	n/a	
Accountant Support Officer	n/a	
Accountant		

	Resource Recovery Manager Chief Operations Officer	n/a
Signatory to The Authority's Cheques (note #2)	Chief Executive Officer	n/a
	Collections & Processing Manager	n/a
	Finance & Corporate Performance Manager Finance Manager	n/a
	Finance Officer Accountant	n/a
	Resource Recovery Manager Chief Operations Officer	n/a
	Executive Assistant	n/a
Petty Cash (see note #3)	Chief Executive Officer	\$200
	Collections & Processing Manager	\$100
	Finance & Corporate Performance Manager	\$100
	Executive Assistant	\$100
	Resource Recovery Manager	\$100
	Operations Supervisor	\$100
	WHS Supervisor	\$100
	Finance Officer	\$100
	Marketing & Communications Officer	\$100

Note #1 – for the CEO only, this limit is for expenditure which is NOT authorised in the Business Plan

Note #2 – these are process authorisations only and require a two-person authorisation, therefore no financial limit is applied.

Note #3 – the petty cash float and reconciliation is managed by the Finance Officer.

Note #3 – uploader of EFT file cannot be one of the two-person authorisation process.

Agenda Item 8.5

Report Subject:	CEO Performance and Development Committee Report	Report Author:	Wendy Taylor (CEO Performance and Development Committee Consultant)
Meeting Date:	27 February 2020	Report Type:	Decision report (Governance)
Attachments:	8.5.1 - Minutes of the CEO Performance and Development Committee Meeting of 12 February 2020 8.5.2 -CEO's Report to the Committee, for (informal) Six Month's Review 8.5.3 -CEO's approved Goals and Key Performance Indicators for 2019/2020		

Purpose of the Report

To provide the Board with the outcomes of the Six Months' Review of the CEO's Performance and Development process, recently conducted by the Board's Committee.

Background

The CEO Performance and Development Committee has the responsibility on behalf of the Board, to manage the employment matters of the Chief Executive Officer.

Related Governance Documents

The Committee is established under Clause 24 of the Charter of Northern Adelaide Waste Management Authority (NAWMA).

The Committee's Terms of Reference, as approved by the Board 16 March 2016.

The Employment Contract of the Chief Executive Officer of NAWMA 2017-, Clauses 7 and 10, and Schedules 1 and 2. (These specific items provide detail of requirements of Performance Review, Remuneration Review, position description and summary of Total Remuneration Package, respectively.)

Recent Committee Meeting

The Committee has recently conducted Stage 2 of the Chief Executive Officer's Performance Review Cycle. This stage represents the mid-point review in the Financial Year and an opportunity for supportive dialogue (and shifts in direction or action, as may be agreed) at this milestone. Minutes of the Committee meeting are included as Attachment 8.5.1.

The CEO informally reports progress in a one-page format as the basis for the discussion for this meeting. See Attachment 8.5.2. (The wider context is the full, approved KPIs for the CEO for the 2019/2020 performance cycle. See Attachment 8.5.3.)

This activity involves discussion of progress on performance goals and key performance indicators for the financial year, and emerging issues, in informal mode. The intent is for the Committee to support the CEO's thinking on emerging issues and guide performance.

Report

The Committee noted the satisfactory progress across the Key Performance Areas identified in the CEO's Report (Attachment 8.9.2), provided in advance.



The CEO's overview at the review meeting therefore focused on the key issue in the area of Financial Management of sustained and deteriorated recycled fibre commodity pricing, and the expected negative impact of that on the overall operating results for NAWMA for the 2019/2020 financial year. A full discussion ensued.

The CEO was commended for the various proactive responses being made to what is a difficult situation, noting some actions are being managed in concert with the Chair (in contact with the state government). The Committee guided the CEO to provide the Board with a full picture of the realities of the MRF operation: its risks, volatility and issues in its management, and to share its emerging issues and modelling regularly, including 'worst case' scenarios.

The CEO was asked to provide a brief and specific short paper to a future Board meeting, on the impacts on his capacity to deliver on the approved key Performance Indicators in his annual Performance Plan. Four items are expected to be impacted.

The CEO was also asked to monitor the continuance of a positive staff culture, in light of a testing time for the organisation, and to also ensure that stakeholder relationships with Constituent Councils are maintained at the Council level during this period.

The Committee also commended the recent Awards achieved by the CEO.

Recommendation

1. The Board receives the Report of the Committee on the Mid-Year Review of the CEO's Performance
2. The Board notes that some Annual Goals and Key Performance Indicators that were approved at the November 2019 Board meeting, are now likely to need revision or not be achieved in the timeframes originally expected.
3. The Board awaits the further paper from the CEO which identifies the specific KPIs that will be impacted, due within one month of this meeting.





ATTACHMENT 8.9.1

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A meeting of the CEO Performance Development and Review Committee was held on Wednesday, 12 February 2020, at the Boardroom, NAWMA, 71-75 Woomera Ave, Edinburgh SA 5111.

MINUTES

The meeting commenced at 1.05pm.

1. Welcome and Apologies

Brian Cunningham (Chair)

Sam Green

Henry Inat

Also in attendance:

Adam Faulkner, CEO

Wendy Taylor, External Facilitator and Minute Taker.

2. Confirmation of Minutes

2.1 Minutes of the CEO Performance and Development Committee of 29 October 2019 were confirmed as a true and accurate record of the meeting.

Moved: Henry Inat

Seconded: Sam Green

CARRIED

3. Business Arising

Updates on Committee Action List from 29 October 2019 (including some residuals from earlier meetings):

<i>Item no.</i>	<i>Agreed Action</i>	<i>Responsible Officer</i>	<i>Current Status</i>
5.2. 5.3	Final discussion (and thence Board Recommendation) of an Annual Performance Plan for the CEO for 2019/2020 to the Board, which focuses on a small number of key priority and strategic goals.	CEO/ Chair/ Ext Facilitator	Approved by Board 21/11/19; very minor amendments.



			Note amended document at Attachment 1C.
5.4	Redraft of the CEO's Position Description to align with Key Goals and Performance Indicators	Ext Facilitator	Approved by Board 21/11/19; very minor amendments. Note amended document at Attachment 2
Item no.	Agreed Action	Responsible Officer	Current Status
5.5	Seek Board approval for the slight revision of the CEO Annual Performance Development Process [relates to less formal approach to 6 month review]	Chair	Approved. Note amended document at Attachment 3.
From meeting of 23 May 2018			
4.2.2	Consider if previous intention to include some Brand/Reputation Management KPIs is still warranted.	CEO/Chair	Pending; consider for 2019/2020 KPIs. No longer seen as a priority given other actions. Delete.
From meeting of 5 September 2018			
4.1.3	Revision of the 360 summary process to provide for verbatim comments from Board members; the use of a five-point scale for all aspects of the performance assessment. Both to apply in the 2018/2019 review.	External Facilitator	To be implemented in review for 2019/20, as 360 review not conducted in 2019. Alternative used.



4. External Facilitator's Report Requiring Committee Decisions (Strategic) (see summary document)

4.1 CEO's Mid-Year Performance Discussion

Attachments 1A and 1B refer; they were the primary focus of discussion.

The Board approved the Committee's recommendation that this review at the six-month milestone, be conducted in an informal manner, at their November meeting. (Revised approved processes summarised in Attachment 3).

The CEO provided an overview of the progress against all Goal areas, indicating the Financial Area as the matter of major concern in terms of the deterioration in the market price available for recycled fibre commodity. This will represent a 5% variance on the \$40M operating budget. This is a reality of operating a MRF, where the commercial marketplace is more dynamic and variable.

He outlined the proactive responses taken thus far to mitigate its impact; these include:

- A review of efficiencies that can be achieved within NAWMA's budget
- A move to a rise/fall pricing strategy for customer Councils
- The removal of a Senior Manager salary, through some structural changes
- Proactive communications of key messages to stakeholders including sector bodies, LGA, state government
- 18 month forecasting, which shows a likely improvement in the scenario
- An examination of other MRF operations in the Australian context, for comparative purposes.

Committee members recommended to the CEO continued briefings of Constituent Councils, at the Council level, and a full and regular briefing of the Board about the emerging issues, market conditions, and likely impacts on the NAWMA operations. The CEO was also asked if attention to these priority matters and the financial impacts would affect the achievement of his Annual Goals and approved KPIs. It was indicated that some impact was likely in a small number of Strategic Plan and Major Project targets.

Both customer and staff feedback mechanisms are required to monitor aspects of the achievement of 2019/2020 KPIs. Basic progress on the customer feedback process was noted. Committee members wish to ensure that the positive staff culture indicated by the CEO, continues during a difficult time, through the implementation of a staff satisfaction survey. The Chair can provide some example tools. Similarly, they wish to ensure that the Senior Manager, Operations, continues positively in the more complex and broad role that he now has.

The Committee members noted with pleasure the awards recently achieved by the CEO. The CEO is commended for these achievements of recognition. His Industry Fund award for professional development at Melbourne University may need to be deferred passed the expected spend date of end 2020.



Agreed Action: CEO to provide regular briefings to the Board about the emerging issues in the market context of the MRF operation.

Agreed Action: CEO to provide a short paper, specifically identifying those Goals and KPIs that would be negatively affected by these developments.

Agreed Action: CEO to continue to develop and implement the customer and staff feedback mechanisms outlines in the agreed KPIs.

5. Information Reports (Strategic)

5.1 Nil

6. Information Reports (Operational)

6.1 Nil

7. Questions

7.1. Questions without Notice

The meeting concluded at 2.02pm.

Next meeting –Tuesday, 9 June 2020, 2-3.30pm. Venue: NAWMA Boardroom.



CEO Performance and Development Committee

Report Subject: Key Issues and Challenges **Report Author:** Chief Executive Officer

Meeting Date: 12 February 2020 [Click to add text]

Key Issues, challenges, opportunities – CEO one pager

Stakeholder relationships

1. Developed/strengthened China relationship
2. Delivered industry and government briefing session on recycled fibre
3. Issued Board Briefing Note on deteriorated recycled fibre market
4. Identified that Chair and CEO to seek urgent meeting with Minister Speirs (& Treasurer Lucas)
5. Customer/resident satisfaction surveys developed and rolled out in January 2020

Financial and asset management

1. Sustained and deteriorated recycled fibre commodity pricing is modelled to have a significant and material (negative) impact on full year operating result
2. Forecast and modelling indicate a circa 5.4% (\$1.9M) negative end of year operating deficit
3. Implemented immediate uplift pricing strategy for Client Councils and RRC's
4. This is the key issue for CEO (and Senior Management Team)
5. Metropolitan tender submission successful at new pricing point for recyclables processing

Human resources

1. Implemented minor restructure, making one Senior Manager redundant and moving Danial Dunn into COO role, streamlining all operations
2. Second phase of the restructure will be implemented with new financial year, moving Yi (Rachel) Zhou in CFO role, streamlining corporate and finance functions
3. 2-year WHS & risk work plan developed for Board review (est Feb 2020)

Major projects and Innovation

1. SPV/Project Advisory Group (landfill alternative) Terms of Reference drafted
2. MRF capital improvements on track for commissioning in March 2020
3. Pooraka RRC preferred design and capital contribution locked in
4. Cash flow/borrowing liabilities modelled
5. Grant funding (\$175k) and City of Salisbury (\$560k) secured for Pooraka upgrade
6. Circular Economy/sustainable procurement workshop held with 22 Constituent Council participants across multi portfolios

Environmental performance

1. FOGO Pilot initiated in City of Playford
2. Key issue is crafting strategy around increasing participation/rollout of remaining 30,000 FOGO bins across Constituent Councils
3. Contamination in yellow lid recycling bin remains a critical issue

Other

1. Awarded Industry Leaders Fund Scholarship
2. Winner Inaugural Waste Management & Resource Recovery Association (Doug Dean) Leader of the Year



Approved NAWMA Chief Executive Officer Key Performance Indicators 2019 - 2020

Theme	What does success look like	KPI
Strategic Planning	Delivery of 2018-2025 Strategic Plan	<ul style="list-style-type: none"> Goals within the Annual Business Plan delivered
Stakeholder Relationships	Internal (engaged Board, Audit Committee etc) External (Strong Constituent Council relationships at Executive and Political Level; State Government departmental influence etc) Strong relationships and reputation with Community/residents	<ul style="list-style-type: none"> Positive stakeholder feedback achieved¹ Positive Board and Audit Committee Annual pulse survey results 360 positive results (delivered every 2nd year)
Financial and Asset Management	Deliver Operational Result within tolerant variance of Budget (including revisions) Reduced Constituent Council overall contribution of operating revenue LTFP delivery; CAPEX; Projects delivered within budget/contingency	<ul style="list-style-type: none"> Net Financial Liabilities Ratio <80% Budget achieved within + or – 5% Reduced percentage of total revenue contributed by Constituent Councils
Human Resources	Safe workplace: WHS systems in place; actively managed; training current Succession Planning and capacity building Workforce stability, diversity, satisfaction IP Strategy developed Positive workplace culture	<ul style="list-style-type: none"> 2 year work plan developed to achieve higher compliance with LGAWCS OneSystem Staff satisfaction and culture results, positive trend²
Major Projects & Innovation	Development and delivery of a regional sustainable procurement agenda (circular economy) Landfill Alternative Agenda (energy from waste) Diligence on future recycling opportunities (markets, duplication)	<ul style="list-style-type: none"> Suitable progress on agreed key milestones, as outlined in Business Plan (or Project Plan/ Business Case, for each listed project)
Environmental Performance	Diversion targets from landfill (multi year improvement) Contamination decrease (across multi year trend) Education and Promotion, behavior change programs	<ul style="list-style-type: none"> Progress toward Strategic Plan targets for Diversion and Contamination

¹ Formal mechanisms for both stakeholder feedback and staff satisfaction to be developed in 2019/2020 to support reporting by 2020 review date.

² As above, footnote 1





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Agenda Item 8.6

Report Subject: Confidential Items Register	Report Author: Chief Executive Officer
Meeting Date: 27 February 2020	Report Type: Decision report (governance)
Attachments: 8.6.1 – Confidential Item Register (extract only)	

Purpose of the Report

To provide the Board with an opportunity to review NAWMA's Confidential Item Register

Background

A review of the NAWMA Board's Confidential Orders had not been undertaken since early 2016. Management provided a report to the Board at the meeting of 21 November 2019 outlining the intention to undertake an internal review of each item

Report

A lengthy internal review was recently completed by Management of the 47 Confidential Orders that were currently up for review. Appended at Attachment 8.5.1 is an extract of the Confidential Items Register detailing each item with Managements recommendation for this item.

Management propose to retain the Confidential Item Register as a standing item on all agendas moving forward to ensure all necessary Confidential Orders are current and reviewed when applicable.

RECOMMENDATION

That the Report is received and noted, and the Board endorse Managements recommendations as detailed in Attachment 8.6.1.



CONFIDENTIAL ITEMS REGISTER

Minute No	Date	Agenda Item	Received/Reviewed
5.3	18 June 2006	Procession Garden Details	Received June 2016
5.4	18 June 2006	NARMA Valuation	Received June 2009
5.7	18 June 2006	Electricity Schedule	Received June 2009
11.2	18 June 2006	Planning Structure	Received June 2009
6.2	20 January 2009	Pre-pilot Contract Negotiation	Received October 2012
11.3	20 January 2009	Waste Transfer Station	Received August 2010
6.2	18 April 2009	Waste Transfer Station	Received April 2011
11.2	18 April 2009	Paper and Cardboard Revenue	Received August 2011
6.2	18 April 2009	Performance Indicators	Received October 2011
8.2	20 October 2009	Audit Committee	Received October 2011
7	05 October 2011	Tender Management Collection	Received 2011
6.2	18 July 2012	Future Directions	Received 2015
6.3	18 July 2012	Waste to Energy Process	Received April 2014
6.4	17 July 2012	Computer & IT Product Stewardship	Received 2015
7.2	12 September 2012	Operational Progress	Received April 2014
6.2	17 October 2012	Future Directions Paper Work	Received 2015
6.2	20 March 2013	Waste to Energy Commercialisation	Received April 2014
6.2	20 September 2013	Resource Recovery Centre	Received October 2014
6.2	15 October 2013	Waste Processing Plant	Received April 2014
6.1	20 November 2013	NMR Brief	Received 2015
6.3	19 February 2014	NMR Brief No. 2	Received 2015
8.2	18 July 2014	Independent Audit Committee Reappointment	Received 2015
7.2	20 March 2014	Tender Information Report - Landfill Space 1-3	Received April 2016
5.5	18 June 2006	Tender 01-08 and 02-08	Received Jan-2017
1	18 June 2006	Contract No 02-08	Received Jan-2017
1	18 June 2006	Contract No 01-08	Received Jan-2017
8.1	15 March 2014	Transfer Station 2014-2015	Received Jan 2017
6.4	14 October 2014	Contract No 01-12 and 02-12	Received Jan 2017
6.4	02 September 2014	Independent Chair Selection	Received Dec-2016

Request No	Minute No	Date	Agenda Item	Brief Description of Item	Received/Reviewed	Confidential Element	Class(es) Used	Recommendation	Reasoning
	101-14	6.1	21 May 14	MRF operated by NARMA	Report discussing the opportunity for NARMA to own and operate the MRF in its own right	Review Jan 2018	-	Item remains Confidential - review in further 12 months	Report and attachments contain commercially sensitive information in relation to the building and operation of a MRF which is timely in the current local climate
	101-15	6.1	21 Oct 15	Tender Evaluation Report - Contract No 01-15 - Provision of Barlowe Waste Management Collection	Summary of tenders received for 01-15 Provision of Barlowe Waste Management Collection	Review Jan 2018	Report, Attachments(1) and all Tender Documents	Item remains Confidential as Contract is in place - review at expiration of Contract	Contract is currently in place and contains commercially sensitive information
	101-16	2.1	11 Feb 16	Strategic Property Investigation - Report & Future Location of Station	Review Jan 2018			Item remains Confidential - review in further 12 months	Report and attachments contain commercially sensitive information
	101-16	7.3	16 Mar 16	Strategic Property Investigation	Status update on the Strategic Property Investigation commenced in September 2015	Review Jan 2018	Discussion, Report and Attachments	Item remains Confidential - review in further 12 months	Report and attachments contain commercially sensitive information
	101-16	6.2	4 May 16	ECI for Garden and Food Organics Processing	Evaluation Report for ECI received for FOGO Processing	Review Jan 2018	Report, Attachments(1) and all ECI submissions	Item remains Confidential as Contract is in place - review at expiration of Contract	Contract is currently in place and contains commercially sensitive information
	101-16	5.1	20 Jul 16	Waste Transfer Station	Review July 2017			Item remains Confidential - review in further 12 months	Report contains commercially sensitive information
	101-16	7.1	20 Jul 16	Evaluation of Request for Pricing (RFP) "MRF CDR, Marketing and Processing"	Summary of the Request for Pricing responses for MRF CDR, marketing and processing	Review Jan 2022	Report and all Request for Pricing submissions	Item remains Confidential - review in further 12 months	Report contains commercially sensitive information
	101-16	1.1	15 Sep 16	Contract No 02-16 - Sorting and Disposal of Recyclable Material	Summary of legal advice in relation to Contract for sorting and disposal of recyclable material	Review Sept 2017	Report, all attachments and discussion	Item remains Confidential - review in further 12 months	Report contains commercially sensitive information and legal advice
	101-16	6.5	21 Sep 16	Waste Transfer Station	Review Sept 2017			Item remains Confidential - review in further 12 months	Report contains commercially sensitive information
	101-16	8.4	21 Sep 16	Waste Transfer Station	Review Sept 2017			Item remains Confidential - review in further 12 months	Report contains commercially sensitive information
	101-16	7.1	16 Sep 16	Cost Implications - SEZ Edinburgh North v Edinburgh	Report discussing a potential one site solution for the business	Review November 2017	Report, Attachments(1), Minutes & Discussion	Item remains Confidential - review in further 12 months	Report contains commercially sensitive information
	101-16	8.2	16 Nov 16	Minutes of the Development and Review Committee, dated 1 November 2016	Final correspondence from City of Edinburgh regarding the operation of the Forthvale Waste Transfer Station	Review January 2018	Report, Attachments(1), Minutes & Discussion	Item remains Confidential - review in further 12 months	NARMA are now operating Forthvale Waste Transfer Station and this is public knowledge
	101-17	6.1	18 Mar 17	Commitment Council Request	Summary of responses received from RT for External Auditor Appointment	Review March 2018	Report, Attachments(1), Minutes & Discussion	Item remains Confidential - review at expiration of Contract	Contract is currently in place and contains commercially sensitive information
	101-17	7.5	15 Mar 17	Contract No 02-17 - Supply, Delivery, Repair and Retrieval of Mobile Cartridge Bin - Tender Evaluation	Evaluation Report responses to RF 0217 for Supply, Delivery, Repair and Retrieval of MCBs	Review March 2018	Report, Attachments(1), Minutes & Discussion	Item remains Confidential - review at expiration of Contract	Contract is currently in place and contains commercially sensitive information
	101-17	3	13 Apr 17	CEO Performance Panel Report	Review April 2018	Report, Attachments(1), Minutes & Discussion	Item remains Confidential - review in further 12 months	Report contains commercially sensitive information	
	101-17	7	17 May 17	Waste Transfer Station	Review May 2018	Report, Attachments(1), Minutes & Discussion	Item remains Confidential - review at expiration of Contract	Report contains commercially sensitive information	
	101-17	2.1	17 May 17	CEO Contract of Employment	Summary of incoming CEO Contract of Employment	Review May 2018	Report, Attachments(1), Minutes & Discussion	Item remains Confidential - review at expiration of Contract	CEO still employed by NARMA under this Contract
	101-17	7.4	17 May 17	Waste Transfer Station - operation by NARMA	Report outlining the transition to a NARMA run (Waste Transfer Station)	Review May 2018	Report, Attachments(1), Minutes & Discussion	Item remains Confidential - review in further 12 months	Confidential data contained in report is outdated and no longer relevant
	101-17	5	16 Jul 17	Waste Transfer Station	Review July 2018	Report, Attachments(1), Minutes & Discussion	Item remains Confidential - review in further 12 months	Report contains commercially sensitive information	
	101-17	6.1	19 Jul 17	Re-Appointment - Independent Chair of the Board	Reappointment of Independent Chair Board for a further 12 year term	Review July 2018	Report, Attachments(1), Minutes & Discussion	Item remains Confidential for length of Chair appointment - at expiration of appointment term to be reviewed	Incumbent remains as NARMA Chair and Report details remuneration for the role
	101-17	7.1	19 Jul 17	Research Road Waste Transfer Station	Report outlining the Business Plan, Financial Analysis and Risk Analysis and Management plan for NARMA operation of the Portable Waste Transfer Station	Review July 2018	Report, Attachments(1), Minutes & Discussion	Item remains Confidential - review in further 12 months	Research Road Transfer Station is currently being operated by NARMA under a ten (10) year lease. Report contains commercially sensitive costing models.
	101-17	7.6	20 Sep 17	UMS/Dea Energy Royalty Agreement	Report outlining the UMS/Dea Energy Royalty and NARMA Contract arrangements at the Ulybrey Station	Review September 2018	Report, Attachments(1), Minutes & Discussion	Item remains Confidential - review in further 12 months	Data contained in Report is commercially sensitive
	101-17	7.20	20 Sep 17	Waste Transfer Station	Report states that CEO will provide a verbal report on the Waste Transfer Station	Review September 2018	Report, Attachments(1), Minutes & Discussion	Item remains Confidential - review in further 12 months	Report states CEO will provide a verbal report only on the matter
	101-17	7.14	20 Sep 17	Operational Report - Recycling & Resource Recovery	Standing Board Agenda item detailing the operations of the Resource Recovery sector	Review September 2018	Report, Attachments(1), Minutes & Discussion	Item remains Confidential - review in further 12 months	Data provided in Report is commercially sensitive
	101-17	7.5	15 Nov 17	Waste Transfer Station	Report states that CEO will provide a verbal report on the Waste Transfer Station	Review November 2018	Report, Attachments(1), Minutes & Discussion	Item remains Confidential - review in further 12 months	Report states CEO will provide a verbal report only on the matter
	101-17	7.8	15 Nov 17	Recycling & Resource Recovery	Standing Board Agenda item detailing the operations of the Resource Recovery sector	Review November 2018	Report, Attachments(1), Minutes & Discussion	Item remains Confidential - review in further 12 months	Data provided in Report is commercially sensitive
	101-17	7.1	21 Dec 17	Crossing Direct Bate Wrapping Technology	Report details a retrospective view on the purchase of an alternative waste wrapping system	Review December 2018	Report, Attachments(1), Minutes & Discussion	Item remains Confidential - review in further 12 months	The Crossing technology has been discontinued and is in the process of being sold
	101-17	7.3	21 Dec 17	Materials Recovery Facility (MRF) Budget Variance - Assumptions Review	Report outlining the operations of the MRF vs Budget for the last 12 weeks of operation	Review December 2018	Report, Attachments(1), Minutes & Discussion	Item remains Confidential - review in further 12 months	Report contains commercially sensitive information (income, budget of goods and people costs) that is crucial to NARMA's business
	101-17	7.5	21 Dec 17	Waste Transfer Station	Verbal report with hard copy attachments was provided to Board by CEO at the scheduled Board Meeting	Review December 2018	Report, Attachments(1), Minutes & Discussion	Item remains Confidential - review in further 12 months	Attachments are only Confidential elements of this item and the data within them remains commercially sensitive
	101-18	7.1	21 Feb 18	CEO Performance Committee Report	Report from the CEO Performance and Development Committee	Review February 2019	Report, Attachments(1), Minutes & Discussion	Item remains Confidential for length of CEO contract - at expiration of contract term to be reviewed	CEO still employed by NARMA
	101-18	7.6	21 Feb 18	Taking Mobile Town Proposal - NARMA Landfill	Summary of Talbot's proposal to erect a mobile town at Ulybrey Landfill	Review February 2019	Report, Attachments(1), Minutes & Discussion	Item remains Confidential - review in further 12 months	Agreement now in place with Talbot and public knowledge, review under construction at NARMA Landfill
	101-18	7.9	21 Feb 18	Contract Settlement	Report outlining settlement of Wye Dispute	Review February 2019	Report, Attachments(1), Minutes & Discussion	Item remains Confidential - review in further 12 months	Report and Attachments contain commercially sensitive data and legal advice
	101-18	7.4	30 Mar 18	Local Paper Recycling Market Update	Report details NMR's ongoing paper recycling negotiations with business case for the agreement	Review April 2019	Report, Attachments(1), Minutes & Discussion	Item remains Confidential - review in further 12 months	Data provided in Report and Attachments is commercially sensitive
	101-18	7.8	30 Apr 18	Operational Report - Recycling & Resource Recovery	Standing Board Agenda item detailing the operations of the Resource Recovery sector	Review April 2019	Report, Attachments(1), Minutes & Discussion	Item remains Confidential - review in further 12 months	Data provided in Report is commercially sensitive
	101-18	8.3	30 Apr 18	Financial Annulment	Verbal report (with hard copy attachments) was provided to Board by CEO at the scheduled Board Meeting	Review April 2019	Report, Attachments(1), Minutes & Discussion	Item remains Confidential - review in further 12 months	Matter has been closed and measures have been implemented to prevent further leakage
	101-18	7.2	27 Jun 18	Prudential Review	Report provides summary of Prudential Review performance on prospective purchase of Balmuccia Road Edinburgh North Depot	Review June 2019	Report, Attachments(1), Minutes & Discussion	Item remains Confidential - review in further 12 months	Prospective purchase has not been fully discounted by the Board and the data contained within the report is commercially sensitive
	101-18	7.3	27 Jun 18	CEO Performance Committee Report	Report from the CEO Performance and Development Committee	Review June 2019	Report, Attachments(1), Minutes & Discussion	Item remains Confidential for length of CEO contract - at expiration of contract term to be reviewed	CEO still employed by NARMA
	101-18	7.4	27 Jun 18	Green Initiatives SA Recycling Infrastructure Grant Application	Copy of SA Recycling Infrastructure Grants submitted by NARMA	Review June 2019	Report, Attachments(1), Minutes & Discussion	Item remains Confidential - review in further 12 months	Infrastructure project will engage - drawings include in specification are commercially sensitive
	101-18	7.5	27 Jun 18	Financial Annulment	Summary of Financial Annulment that occurred during the period second half of 17/18	Review June 2019	Report, Attachments(1), Minutes & Discussion	Item remains Confidential - review in further 12 months	Matter has been closed and measures have been implemented to prevent further leakage
	101-18	7.8	27 Jun 18	Operational Report - Recycling & Resource Recovery	Standing Board Agenda item detailing the operations of the Resource Recovery sector	Review June 2019	Report, Attachments(1), Minutes & Discussion	Item remains Confidential - review in further 12 months	Data provided in Report is commercially sensitive
	101-18	7.9	27 Jun 18	Operational Report - Waste Management, Processing & Disposal	Standing Board Agenda item detailing the operations of the Waste Management, Processing and Disposal sector	Review June 2019	Report, Attachments(1), Minutes & Discussion	Item remains Confidential - review in further 12 months	Data provided in Report is commercially sensitive
	101-18	7.3	15 Sep 18	Draft Strategy Document	Draft 2018-2020 Strategy Document	Review September 2019	Attachment 7.3.2 only	Item remains Confidential - review in further 12 months	Attachments are only Confidential elements of this item and the data within them remains commercially sensitive
	101-18	7.6	19 Sep 18	CEO Performance Committee Report	Report from the CEO Performance and Development Committee	Review September 2019	Report, Attachments(1), Minutes & Discussion	Item remains Confidential for length of CEO contract - at expiration of contract term to be reviewed	CEO still employed by NARMA
	101-18	7.7	19 Sep 18	Prudential Review	Report provides summary of Prudential Review performance on prospective purchase of Balmuccia Road Edinburgh North Depot	Review September 2019	Report, Minutes & Discussion	Item remains Confidential - review in further 12 months	Prospective purchase has not been fully discounted by the Board and the data contained within the report is commercially sensitive
	101-18	7.21	19 Sep 18	Operational Report - Recycling & Resource Recovery	Standing Board Agenda item detailing the operations of the Resource Recovery sector	Review September 2019	Report, Attachments(1) & Discussion	Item remains Confidential - review in further 12 months	Data provided in Report is commercially sensitive
	101-18	8.3	19 Sep 18	SA Waste Authorities Memorandum of Understanding	Report summarises the intention of NARMA to formalise the SA Waste Authorities CEO working group with a MOU	Review September 2019	Report, Attachments(1) & Discussion	Item remains Confidential - review in further 12 months	MOU has been in place for twelve (12) months and no longer needs to be confidential
	101-18	8.4	19 Sep 18	Local Government Perspective Thought Piece	Summary of high-level discussions occurring in the Local Government recycling sector	Review September 2019	Report, Attachments(1) & Discussion	Item remains Confidential - review in further 12 months	Item is ongoing
	101-19	7.20	28 Feb 19	Operational Report - Resource Recovery	Standing Board Agenda item detailing the operations of the Resource Recovery sector	Review February 2020	Report, Attachments(1) & Discussion	Item remains Confidential - review in further 12 months	Data provided in Report is commercially sensitive
	101-19	8.1	28 Feb 19	Council Correspondence	Summary of correspondence received from City of Perth Adelaide Briefing regarding NARMA WIP	Review February 2020	Report, Attachments(1), Minutes & Discussion	Item remains Confidential - review in further 12 months	Item is ongoing
	101-19	7.5	2 Apr 19	Contract Review	Review April 2020	Report & Discussion	Item remains Confidential - review in further 12 months	Report contains commercially sensitive information	
	101-19	7.8	2 Apr 19	Operational Report - Recycling & Resource Recovery	Review April 2020	Report & Discussion	Item remains Confidential - review in further 12 months	Report contains commercially sensitive information	
	101-19	7.9	2 Apr 19	Operational Report - Waste Management, Processing & Disposal	Review April 2020	Report & Discussion	Item remains Confidential - review in further 12 months	Report contains commercially sensitive information	
	101-19	7.1	3 Jul 19	Financial Annulment Update	Review July 2020	Report, Attachments(1) & Discussion	Item remains Confidential - review in further 12 months	Report contains commercially sensitive information	
	101-19	7.4	3 Jul 19	East Waste Recyclables Tender	Review July 2020	Report, Attachments(1), Minutes & Discussion	Item remains Confidential - review in further 12 months	Report contains commercially sensitive information	
	101-19	7.5	3 Jul 19	In-Road truck management system update	Review July 2020	Report, Attachments(1), Minutes & Discussion	Item remains Confidential - review in further 12 months	Report contains commercially sensitive information	
	101-19	7.6	3 Jul 19	CEO Performance Development and Review Committee	Review July 2020	Report, Attachments(1), Minutes & Discussion	Item remains Confidential - review in further 12 months	Report contains commercially sensitive information	
	101-19	7.7	3 Jul 19	Landfill Alternative Technology Project (Longlist to Shortlist)	Review July 2020	Report, Attachments(1), Minutes & Discussion	Item remains Confidential - review in further 12 months	Report contains commercially sensitive information	
	101-19	7.8	3 Jul 19	Operational Report - Recycling & Resource Recovery	Review July 2020	Report & Discussion	Item remains Confidential - review in further 12 months	Report contains commercially sensitive information	
	101-19	7.9	28 Sep 19	CEO Performance and Development Committee	Review September 2020	Report, Minutes & Attachments	Item remains Confidential - review in further 12 months	Report contains commercially sensitive information	
	101-19	7.20	28 Sep 19	CEO Remuneration Review	Review September 2020	Report, Minutes & Attachments	Item remains Confidential - review in further 12 months	Report contains commercially sensitive information	
	101-19	7.21	28 Sep 19	Operational Report - Recycling & Resource Recovery	Review September 2020	Report, Attachments(1) & Discussion	Item remains Confidential - review in further 12 months	Report contains commercially sensitive information	
	101-19	8.1	15 Sep 19	Waste Levy Increase Study - Centre for Economic Studies	Review September 2020	Report, Attachments(1) & Discussion	Item remains Confidential - review in further 12 months	Report contains commercially sensitive information	
	101-19	8.2	21 Nov 19	Landfill Alternative Project Progress Update	Review November 2020	Report, Attachments(1), Discussion & Minutes	Item remains Confidential - review in further 12 months	Report contains commercially sensitive information	
	101-19	8.2	21 Nov 19	Contract Update	Review November 2020	Report, Attachments(1) & Discussion	Item remains Confidential - review in further 12 months	Report contains commercially sensitive information	
	101-19	8.3	21 Nov 19	Food and Garden Organics Modelling	Review November 2020	Report, Attachments(1), Discussion & Minutes	Item remains Confidential - review in further 12 months	Report contains commercially sensitive information	
	101-19	8.4	21 Nov 19	CEO Performance and Development Committee	Review November 2020	Report, Attachments(1), Discussion & Minutes	Item remains Confidential - review in further 12 months	Report contains commercially sensitive information	
	101-19	8.5	21 Nov 19	Independent Chair Position Renewal	Review November 2020	Report, Attachments(1), Discussion & Minutes	Item remains Confidential - review in further 12 months	Report contains commercially sensitive information	
	101-19	8.6	21 Nov 19	LGWACS and LGWMS 2019 Risk Evaluation Report	Review November 2020	Report, Attachments(1), Discussion & Minutes	Item remains Confidential - review in further 12 months	Report contains commercially sensitive information	
	101-19	7.5	21 Nov 19	Operational Report - Recycling & Resource Recovery	Review November 2020	Presentation Slides	Item remains Confidential - review in further 12 months	Report contains commercially sensitive information	

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Agenda Item 8.7

Report Subject: Photography/Videography Policy **Report Author:** Chief Executive Officer

Meeting Date: 27 February 2020 **Report Type:** Decision report (governance)

Attachments: 8.7.1 – Draft Photography/Videography Policy

Purpose of the Report

To provide the Board with an outline of a proposed Photography/Videography Policy.

Background

NAWMA's operations are popular with community, industry and government and we are frequently contacted about providing on-site tours. Whilst this is a very beneficial tool for being able to educate others, it also raises concerns about privacy of NAWMA staff and Intellectual Property, particularly where there is scope for details to be recorded via photography or video. It is proposed that NAWMA adopt a Photography/Videography Policy to minimise such risks.

Report

A draft Photography/Videography Policy is attached., which outlines that approved imagery is available from NAWMA for viewing/use by the media and community. It also highlights that photography is restricted at some NAWMA sites but photo opportunities at designated points is permissible.

It is recommended that people attending tours would be made aware of the policy before entering a NAWMA site. Consideration has been given as to whether the policy should be enforced and what follow-up action would be required in the instance of a policy breach. It is thought that in the first instance, it should be sufficient to bring the policy to the attention of site visitors without requiring their mobile devices being removed from them or requiring signed forms to be collected.

RECOMMENDATION

That the Draft Photography/Videography Policy is endorsed

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NAWMA Photography and Videography Policy

Adopted:

Author: Chief Executive Officer and Education
 and Projects Coordinator

For Review:

Purpose of the Policy

To provide NAWMA staff, visitors and media a framework to understand what constitutes acceptable photography and videography at NAWMA sites as well as publication, distribution or usage of NAWMA imagery in the media, including social media, or any public facing medium (eg websites, email distributions etc).

Acceptable imagery

Except where prior consent is given, imagery should avoid the following:

- Identifying staff
- Moving parts of plant equipment
- Details of anything that NAWMA deems as Intellectual Property or downstream processing markets

Approval to use imagery

All official photographs and video used to promote or refer to NAWMA (sites) in electronic or printed media should originate from within NAWMA and be approved for external use by either the NAWMA CEO or Education & Projects Coordinator.

Obtaining imagery

High resolution photographs which are pre-approved for use can be obtained via NAWMA's Education Team or are available for download from the NAWMA website.

Corporate videos are also available from the NAWMA website. No still shots should be extracted from these videos.

Photography and videography during community tours

Whilst photography is restricted at some NAWMA sites, the NAWMA staff member delivering the tour will advise tour participants of approved photo opportunity locations within each site. No video is permitted during tours.

Contact

Any queries in relation to this policy can be directed to NAWMA's Education and Projects Coordinator in the first instance on 8259 2100 or p.morrison@nawma.sa.gov.au

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Agenda Item 8.8

Report Subject:	Quarter 2 2019/2020 Full Year Forecast	Report Author:	Finance Manager
Meeting Date:	27 February 2020	Report Type:	Information report (finance, governance)
Attachments:	8.8.1 - Full Year Forecast December 2019		

Purpose of the Report

To provide the Board with an updated financial performance, positioning, and forecast based on December 2019 actuals (extrapolated for full year).

Background

In accordance with Regulation 9(1)(b) Local Government (Finance Management) Regulation 2011, between 30th November and 15 March NAWMA must prepare and consider a report showing a revised forecast of each item shown in its budgeted financial statements for the relevant financial year, compared with estimates set out in the budget presented in a manner consistent with the Model Financial Statement.

To assist the Board, Board, and Constituent Councils make informed decisions, NAMWA management will provide a revised forecast four (4) times per year in the form of the Model Financial Statement (full set financials).

The first quarter Full Year Forecast as at September 2019 was distributed to the NAWMA Board and Board on 11 December 2019 via circular correspondence and was endorsed on 13 December 2019.

This paper refers to the second quarter (December 2019) Full Year Forecast for the Board's information.

Report

As per the attached financial reports, the Full Year Forecast as at December 2019 is showing an operating deficit of approximately \$1.8M before \$1.5M Green Industries (GISA) Grant funding.

This result has reflected an additional \$647k negative variance since the in the first quarter Full Year Forecast as at September 19 (negative variance of \$1.15M). The further deterioration in projected operating deficit is due to another (and now sustained) significant global price decline on both 'post-consumer recycled cardboard and soft mixed paper' ("fibre") during the December quarter. The fluctuation in fibre commodity prices is fully driven by global fibre (lack of) demand and (over) supply. The South East Asian and Indian Governments have looked to implement similar import restrictions to China, and has driven many recycling operators to stockpile or landfill. NAWMA continues to secure markets, however at reduced (negative) commodity rates.

A more detailed analysis of the operating result movement between September 2019 quarter and December 2019 quarter is provided in Table 1.



Table 1 – The Operating Result Bridge for FY19/20 Period between 1st Quarter (September 2019) and 2nd Quarter (December 2019) Full Year Forecast

FY19/20 Period	Amounts ('000)	Note
FY19/20 Operating Result - September 2019 Full Year Forecast	\$ (1,156)	
Further Price Decline in Global Fibre Market	-665	Price reduction on Recycled Cardboard and Soft Mixed Paper
MRF Gate Fee Increase from Client (Non-member) Councils	19	New Client Customer at higher MRF gate fee charge
Others	-1	
Total Movments	\$ (647)	
FY19/20 Operating Result - December 2019 Full Year Forecast	\$ (1,803)	

The Board are also referred to Table 2 below which has shown the details of financial analysis from FY19/20 adopted budget to September 19 quarterly fully year forecast.

Table 2 – The Operating Result Bridge Between FY19/20 adopted budget and September 19 Full Year Forecast

FY19/20 Operating Surplus/(Deficit) - Original Budget	\$34	Note
Global Fibre Commodity Market	\$ (1,001)	The fibre price is expected to remain low until the end of this financial year. 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
Reduced Volume: General Waste Intake from Constituent Councils (by 1,519t)	\$ (73)	Temporary. NAWMA management will monitor waste intake from constituent councils and provide the board update in next Full Year Forecast Review.
Reduced Volume: General Waste Intake from Commercial Customers (by 697t)	\$ (47)	Temporary. NAWMA management will monitor and provide the board an update in the next Full Year Forecast Review.
Operating Cost Savings	\$ 267	forecast some financial impacts from the cost saving actions listed in Table 2
Additional Lease Cost - Pooraka Transfer Station	\$ (84)	Ongoing and included in BR1
AASB 16 Lease Impact	\$ (200)	Ongoing and included in BR1
Reduced Volume: Clean fill Intake (by 11,800t)	\$ (178)	Ongoing and included in BR1
Proposed Gate fees Increase effective from 1st Jan 2020	\$ 125	Ongoing and included in BR1
Total Key Changes	\$ (1,190)	
FY19/20 Operating Surplus/(Deficit)- BR1	\$ (1,156)	

According to the current (December 2019) full year forecast, NAWMA's cash position at the end of reporting period (30 June 2020) will be approximately \$1.184M. Nevertheless, NAWMA's Administration is currently investigating whether the cash overdraft facility (\$2.5M) will need to be accessed in part to cover the operating deficit.

NAWMA's Administration is implementing a series of efficiency, austerity, and revenue boosting measures to limit the end of year operating deficit. However, if the global fibre market does not recover it will be difficult to recover the negative variance.

RECOMMENDATION

That the Report is received and noted



NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY				
UNIFORM PRESENTATION OF FINANCES FOR THE YEAR ENDED 30 JUNE 2020				
2018/19 \$000 ACTUALS		2019/20 \$000 ADOPTED BUDGET	2019/20 \$000 SEPT 19 FYF	2019/20 \$000 DEC 19 FYF
34,034	Operating Revenues	32,574	37,543	37,299
(34,254)	less Operating Expenses	(32,540)	(38,699)	(39,104)
(220)	Operating Surplus/(Deficit) before Capital Amounts	34	(1,156)	(1,805)
	<i>less Net Outlays on Existing Assets</i>			
-	Capital Expenditure on renewal and replacement of Existing Assets <i>less Depreciation, Amortisation, Impairment and movement in Landfill</i>	-	(45)	(45)
1,394	Provisions	1,299	2,503	2,519
1,018	<i>less Proceeds from Sales of Replaced Assets</i>	-	-	-
2,412		1,299	2,458	2,474
	<i>less Net Outlays on New and Upgraded Assets</i>			
(480)	Capital Expenditure on New and Upgraded Assets	(4,386)	(3,838)	(3,838)
233	<i>less Amounts received specifically for New and Upgraded Assets</i>	1,950	1,500	1,500
-	<i>less Proceeds from Sales of Replaced Assets</i>	-	-	-
(247)		(2,436)	(2,338)	(2,338)
1,945	Net Lending / (Borrowing) for Financial Year	(1,103)	(1,036)	(1,669)

NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY				
UNIFORM PRESENTATION OF FINANCES FOR THE YEAR ENDED 30 JUNE 2020				
2018/19 \$000 ACTUALS		2019/20 \$000 ADOPTED BUDGET	2019/20 \$000 SEPT 19 FYF	2019/20 \$000 DEC 19 FYF
INCOME				
33,758	User Charges	32,317	37,043	36,864
209	Investment Income	22	200	193
67	Reimbursements	48	0	0
-	Other	187	300	242
34,034	TOTAL OPERATING REVENUE	32,574	37,543	37,299
EXPENSES				
2,753	Employee Costs	2,484	2,850	2,896
29,756	Materials, Contracts and Other Expenses	28,337	32,702	33,126
351	Depreciation, Amortisation and Impairment	1,299	2,503	2,519
1,394	Finance Costs	420	644	563
-	Other Expenses	-	-	-
34,254	TOTAL EXPENSES	32,540	38,669	39,104
(220)	OPERATING SURPLUS / (DEFICIT)	34	(1,156)	(1,805)
(9)	Net Gain / (Loss) on Disposal of Assets	-	-	-
233	Amounts received specifically for new/upgraded assets	1,950	1,500	1,500
4	NET SURPLUS / (DEFICIT)	1,984	344	(305)
Other Comprehensive Income				
-	Changes in revaluation surplus - infrastructure, property, plant and equipment	-	-	-
4	TOTAL OTHER COMPREHENSIVE INCOME	0	0	0
4	TOTAL COMPREHENSIVE INCOME	1,984	344	(305)

NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY				
UNIFORM PRESENTATION OF FINANCES FOR THE YEAR ENDED 30 JUNE 2020				
2018/19 \$000 ACTUALS		2019/20 \$000 ADOPTED BUDGET	2019/20 \$000 SEPT 19 FYF	2019/20 \$000 DEC 19 FYF
CASH FLOWS FROM OPERATING ACTIVITIES				
RECEIPTS				
33,342	Operating Receipts	32,552	37,343	37,106
209	Investment Receipts	22	200	193
PAYMENTS				
(31,429)	Operating Payments to Suppliers and Employees	(30,823)	(36,632)	(37,099)
(351)	Finance Costs	(420)	(357)	(345)
1,771	NET CASH RECEIVED IN OPERATING ACTIVITIES	1,331	554	(145)
CASH FLOWS FROM INVESTING ACTIVITIES				
RECEIPTS				
233	Amounts specifically for new or upgraded assets	1,950	1,500	1,500
1,018	Maturity of Investments	-	-	-
PAYMENTS				
-	Expenditure on Renewal / Replacement Assets	-	(45)	(45)
(480)	Expenditure on New / Upgraded Assets	(4,386)	(3,838)	(3,838)
771	NET CASH USED IN INVESTING ACTIVITIES	(2,436)	(2,383)	(2,383)
CASH FLOWS FROM FINANCING ACTIVITIES				
RECEIPTS				
-	Proceeds from Borrowings	2,236	2,236	2,236
PAYMENTS				
(990)	Repayment of Borrowings	(1,186)	(1,137)	(1,137)
(990)	NET CASH USED IN FINANCING ACTIVITIES	1,050	1,099	1,099
1,552	NET INCREASE (DECREASE) IN CASH HELD	(55)	(730)	(1,429)
1,061	CASH AT BEGINNING OF REPORTING PERIOD	933	2,613	2,613
2,613	CASH AT END OF REPORTING PERIOD	878	1,883	1,184

NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY				
UNIFORM PRESENTATION OF FINANCES FOR THE YEAR ENDED 30 JUNE 2020				
2018/19 \$000 ACTUALS		2019/20 \$000 ADOPTED BUDGET	2019/20 \$000 SEPT 19 FYF	2019/20 \$000 DEC 19 FYF
CURRENT ASSETS				
2,613	Cash and Cash Equivalents	878	1,883	1,184
64	MRF Inventory	50	64	64
3,172	Trade and Other Receivables	2,689	3,172	3,172
5,849	TOTAL CURRENT ASSETS	3,617	5,119	4,420
NON-CURRENT ASSETS				
-	Financial Assets	1,018	-	-
14,709	Infrastructure, Property, Plant and Equipment	17,942	22,149	22,134
14,709	TOTAL NON-CURRENT ASSETS	18,960	22,149	22,134
20,558	TOTAL ASSETS	22,577	27,268	26,554
CURRENT LIABILITIES				
3,410	Trade and Other Payables	2,271	3,410	3,410
1,186	Borrowings	991	1,192	1,016
191	Provisions	183	191	191
4,787	TOTAL CURRENT LIABILITIES	3,445	4,793	4,617
NON-CURRENT LIABILITIES				
6,318	Trade and Other Payables			
2,698	Provisions	2,659	2,698	2,698
-	Borrowings	7,650	12,678	12,789
-	Other Non-Current Liabilities	-	-	-
9,016	TOTAL NON-CURRENT LIABILITIES	10,309	15,376	15,487
13,803	TOTAL LIABILITIES	13,754	20,169	20,104
6,755	NET ASSETS	8,823	7,099	6,450
EQUITY				
6,095	Accumulated Surplus	8,163	6,439	5,790
660	Asset Revaluation Reserve	660	660	660
-	Other Reserves	-	-	-
6,755	TOTAL EQUITY	8,823	7,099	6,450

NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY				
UNIFORM PRESENTATION OF FINANCES FOR THE YEAR ENDED 30 JUNE 2020				
2018/19 \$000 ACTUALS		2019/20 \$000 ADOPTED BUDGET	2019/20 \$000 SEPT 19 FYF	2019/20 \$000 DEC 19 FYF
ACCUMULATED SURPLUS				
6,091	Balance at beginning of period	6,179	6,095	6,095
4	Net Surplus / (Deficit)	1,984	344	(305)
-	Transfers from reserves	-	-	-
-	Transfers to reserves	-	-	-
-	Distribution to Councils	-	-	-
6,095	Balance at end of period	8,163	6,439	5,790
ASSET REVALUATION RESERVE				
660	Balance at beginning of period	660	660	660
-	Gain on Revaluation of Infrastructure, Property, Plant and Equipment	-	-	-
-	Transfers from reserve	-	-	-
660	Balance at end of period	660	660	660
6,755	TOTAL EQUITY	8,823	7,099	6,450

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 And our Client Rural and Regional Councils

Agenda Item 8.9

Report Subject:	COAG Submissions	Report Author:	Chief Executive Officer
Meeting Date:	27 February 2020	Report Type:	Information report (governance)
Attachments:	8.15.1 – COAG Submissions Copy of Invitation to Federal Government National Plastics Summit, Canberra, 3 March 2020		

Purpose of the Report

To provide the Board with an opportunity to view the recently submitted COAG submissions by NAWMA.

Background

The Prime Minister recently announced a series of “waste” export bans, essentially aimed at banning the exportation of recycled glass, plastics, paper & cardboard, and tyres. The Environment Ministers from each jurisdiction have been tasked with working through the detail and settings, including impacts on industry, prior to the scheduled MEM Meeting in March 2020.

Following an initial consultation paper, and subsequent Regulatory Impact Statement, the Federal Government aim to have an announcable program following the MEM Meeting, which is mooted to include some new funding for priority infrastructure.

Concurrently, Federal Minister for Environment Susan Ley has invited key stakeholders from around Australia to a National Plastics Summit. NAWMA’s Chief Executive Officer has received an invitation to attend (refer attached).

Report

NAWMA’s 2018-2025 Strategic Plan includes a commitment to 100% reprocessing of recycled materials on Australian shores by 2020. NAWMA had achieved this Australian first milestone in mid-2019, prior to Norske Skog being purchased by Visy and shut down. Therefore NAWMA, in principle, supports the intention of the COAG Bans, and fully supports the bans on glass, plastics, and tyres.

However, given the intense market concentration of the Australian recycled paper industry and lack of processing capacity, NAWMA has made two representations to the COAG consultation process not supporting the fibre export bans. The two (2) representations are appended for the Board’s information.

In short, if the option to export sorted, clean, baled recycled and paper is banned, there will be a significant oversupply of recycled fibre in Australia and the two sole market players will be able to dictate commercial terms, if they agree to accept NAWMA’s material at all.

Until further infrastructure, capacity, and market diversification occurs in Australia, NAWMA cannot support the proposed ban on the exportation of the recycled fibre commodity.



In addition to the two (2) written representations and attendance at the plastics Summit, NAWMA's Chief Executive Officer has spoken directly with staff in the Office of the Prime Minister and at Executive level within the commonwealth Department of Agriculture, Water and the Environment on this issue. In addition, NAWMA's Chief Executive Officer is the National Vice President of the Waste Management and Resource Recovery Association of Australia and has leveraged this industry advocacy position.

NAWMA's Chief Executive Officer has also been assisting the LGA(SA) and ALGA with their positioning on these matters.

Recommendation

That the Report is received and noted.



21/01/2020

National Waste and Recycling Taskforce
 Department of the Environment and Energy
 GPO Box 787
 CANBERRA ACT 2601

Submitted via: coagwasteexportban@environment.gov.au

Re: Consultation Regulation Impact Statement; Phasing out Certain Waste Exports

NAWMA BRIEF

Northern Adelaide Waste Management Authority (NAWMA) is a local government waste management and recycling subsidiary operating in the Northern Suburbs of Adelaide. NAWMA provides local waste and recycling services and infrastructure of global significance. On behalf of Constituent Councils City of Salisbury, City of Playford, and Town of Gawler, NAWMA is a fully integrated service provider with a strong reputation for best practice and innovation.

Please note, this submission has been made by NAWMA Administration, and is not necessarily the views of the NAWMA Board or its Constituent Councils.

– Submission –

1. NAWMA owns and operates the only local government Materials Recovery Facility (MRF) in South Australia
2. NAWMA processes approximately 60,000 tonnes per annum of yellow top bin household recyclables
3. NAWMA processes approximately half of South Australia's kerbside household yellow top bin recyclables each year
4. NAWMA is responsible for the receipt, sorting, baling, transporting and marketing (both domestically and export) of clean, sorted, and (mostly) baled recycling commodities
5. NAWMA's original submission on the export bans (dated 03/12/19) is appended to this submission, and this current submission is intended to build on those points, not replace them
6. NAWMA provides in-principle support to Option 2(b) outlined in the Regulatory Impact Statement (RIS) under the following principles;
 - a. The export ban on tyres should be prioritised and brought forward
 - b. The export ban on plastics is supported
 - c. The export ban on paper is not supported

The export ban on paper and cardboard is not supported (elaborated)

7. NAWMA's MRF (employing over 50FTE's) produces clean, sorted, baled paper and cardboard (among other recycling commodities) for sale into the domestic and export markets

8. At the time of this submission, NAWMA is exporting 100% of its clean, sorted, baled paper and cardboard due to the recent acquisition and subsequent closure of an independent paper mill in Albury NSW
9. As per NAWMA's original submissions (attached 3/12/19) NAWMA believes that the banning of the **option** to export clean, sorted, baled paper and cardboard will likely lead to a significant deterioration in the value proposition of the long-established kerbside household recycling scheme
10. The domestic (Australian) paper and cardboard secondary recycling market lacks the diversification and capacity to process all of Australia's recovered/recycled paper and cardboard
11. Without additional capacity and diversification of the secondary paper and cardboard market, there will be an oversupply of approximately 1.1 Million tonnes* that will either be stockpiled or may require disposal through alternative non-recycling means
12. The option to export clean, sorted, baled paper and cardboard retains the competitive tension in the domestic marketplace and provides a valuable outlet for the oversupply of approximately 1.1 Million tonnes through well run, legitimate and licenced overseas paper mills
13. NAWMA provides in-principle support to Option 2(b) of the RIS with the following principles and recommendations;
 - a. That clean, sorted, baled paper and cardboard that has undergone primary processing (sorting) at a licenced Materials Recovery Facility in Australia remain available for exportation into appropriately licenced overseas paper mills and secondary paper and cardboard processing facilities
 - b. That clean, sorted, baled paper and cardboard available for exportation meet prescribed standards which are developed by industry and endorsed by Government
 - c. That priority funding is directed towards MRF's to invest in further capital and technology improvements in order to further clean up and classify into different (and more marketable) grades of paper and cardboard to meet prescribed standards and also enter more lucrative high quality paper grade markets
 - d. That concurrently, an immediate independent review be conducted into the diversity and capacity of recycled paper and cardboard secondary processing and manufacturing in Australia
 - e. That Federal funding be prioritised for projects and infrastructure that assist in developing the capacity and diversity of the recycled paper and cardboard market in Australia (ie new pulp plants, or wetlap plants)
 - f. That Federal Government mandate recycled content targets for all Federal Government procurement of paper and cardboard, and incentivise companies and brands to manufacture paper and cardboard packaging with high recycled content
 - g. That a National education program be developed (in collaboration with the recycling industry and associations) in order to improve the responsible use of the kerbside household yellow top recycling bins
14. If the **option** to export clean, sorted, baled paper and cardboard is banned, NAWMA believes it would increase the cost per household to sustain the long-standing kerbside household yellow top bin recycling scheme across Australia
15. NAWMA's Chief Executive Officer Mr Adam Faulkner is seen as a subject matter expert in this field and would welcome the opportunity to work collaboratively with the Department and COAG on the implementation of the proposed export bans. Mr Faulkner is the current National Vice President of the Waste Management and Resource Recovery Association of Australia, and

sits on many high level governmental and inter-governmental working groups and task forces across Australia.

– Submission ends –

A handwritten signature in black ink, consisting of a stylized, cursive 'A' followed by a period.

For further information please contact NAWMA's Chief Executive Officer, Mr Adam Faulkner at a.faulkner@nawma.sa.gov.au

** Reference: <https://www.environment.gov.au/system/files/resources/23acbf02-2178-4139-81b0-58adcac4f5cd/files/data-exports-australian-wastes-2018-19.docx>*

3/12/2019

National Waste and Recycling Taskforce
Department of the Environment and Energy
GPO Box 787
CANBERRA ACT 2601

Submitted via: <https://environment.au.citizenspace.com>

Position Statement: Discussion paper on implementing the August 2019 decision of the Council of Australian Governments; *Banning exports of waste plastic, paper, glass and tyres*

NAWMA BRIEF

Northern Adelaide Waste Management Authority (NAWMA) is a local government waste management subsidiary operating in South Australia, managing waste and resource recovery activities for the Town of Gawler, the Cities of Playford and Salisbury, and other regional Councils. We work closely with Local Government, industry and residents in developing a sustainable and integrated, long-term approach to recycling and environmentally responsible waste disposal.

NAWMA, on behalf of its Constituent Councils, and Client Councils, operates a world's best practice materials recovery facility, public resource recovery centres and landfill, servicing approximately 220,000 residents in the Northern suburbs of South Australia.

NAWMA handles approximately 85,000 tonnes of municipal and commercial waste, after removing approximately 50,000 tonnes through recycling and organics processing.

Please note, this submission has been made by NAWMA Administration, and is not necessarily the views of the NAWMA Board or its Constituent Councils.

– Submission –

1. Northern Adelaide Waste Management Authority (NAWMA) is a local government subsidiary receiving, processing, and marketing approximately 60,000 tonnes per annum of yellow top bin household recyclables
2. NAWMA owns and operates the only local government Materials Recovery Facility (MRF) in South Australia, and one of the few council operated commingled recycling MRF's in Australia
3. In 2018 NAWMA was the first jurisdiction to publicly commit to the 100% secondary reprocessing 'onshoring' of all yellow top bin recyclables in Australia by 2020
4. At the time of writing this Submission, NAWMA has achieved this commitment for all sorted commodities (plastics, glass, metals, aluminium, containers attracting the Container Deposit Legislation) apart from fibre, being clean sorted and baled mixed paper (referred to in this Submission as ONP) and clean, sorted, baled cardboard (referred to in this submission as OCC)
5. NAWMA's market intelligence and market testing, which is supported by imperial data, demonstrates there is not enough diversification nor demand in the domestic ONP and ONP secondary reprocessing market to absorb all of Australia's ONP and OCC

6. NAWMA understands there is a lack of diversification in the domestic ONP and OCC secondary reprocessing market. The domestic market is heavily concentrated.
7. NAWMA understands there is not sufficient domestic demand for the amount of fibre (ONP and OCC) produced in Australia
8. NAWMA is committed to sourcing domestic onshore options for secondary reprocessing of all clean, sorted, baled recycling commodities, and was selling clean, sorted, baled ONP into a paper mill in Albury NSW, until that paper mill was purchased by one of the concentrated domestic market players and shut down
9. Approximately 55% of NAWMA's revenue sourced from selling clean, sorted, baled recycled commodities is comprised of selling ONP and OCC
10. That is, over half of the total revenue from running South Australia's only local government owned and operated MRF is made up of selling clean, sorted, baled 'mixed paper and cardboard, and 'baled paper and cardboard'
11. NAWMA's modelling predicts that the proposed COAG export ban of 'mixed paper and cardboard', and 'baled paper and cardboard', would significantly limit who NAWMA could sell ONP and OCC to, and significantly distort the fibre recycling marketability and sustainability
12. A lack of diversification and demand in the domestic ONP and OCC market would lead to much lower commodity prices for clean, sorted, and baled ONP and OCC, if a domestic market could be found for these commodities
13. If new and diversified secondary fibre reprocessing infrastructure in Australia was not available by 30 June 2022, and NAWMA did not have the option to market clean, sorted, and baled ONP and OCC into the global market, the value proposition of household kerbside recycling would be significantly deteriorated
14. NAWMA employs over 50 FTE's in the Northern Suburbs of Adelaide that are reliant on a sustainable and financially viable household kerbside recycling scheme
15. NAWMA understands that a new and diversified secondary fibre reprocessing infrastructure in Australia would cost in the order of \$500M
16. NAWMA does not support the 30 June 2022 export ban of clean, sorted, baled 'mixed paper and cardboard, and 'baled paper and cardboard'

Recommendation 1: That the definition of 'value added' for paper (as recorded in Table 2 of the November 2019 Discussion Paper) be expanded to include clean, sorted, and baled mixed paper (commonly referred to as ONP) and clean, sorted, and baled cardboard (commonly referred to as OCC)

Recommendation 2: That an immediate feasibility, market demand, and infrastructure capacity study for secondary reprocessing of ONP and OCC in Australia be undertaken to catalogue current the market diversification and supply and demand metrics

Recommendation 3: That any infrastructure funding and/or incentives are prioritised to build capacity (and demand) for recycled paper and cardboard fibre in Australia

17. NAWMA supports the July 2020 export ban timetable for scrap glass
18. NAWMA supports the export ban of whole tyres, including baled tyres

Recommendation 4: That the export ban timetable for whole tyres, including baled tyres, be brought forward to 30 June 2020, and used as a model for subsequent export bans

19. NAWMA supports the July 2021 export ban of mixed plastics that have not undergone a value adding process

20. NAWMA supports and encourages the mandating of recycled content in Federal Government Procurement in order to 'pull through' demand for recycled commodities, encourage investment in domestic secondary reprocessing and remanufacturing infrastructure, create jobs and economic activity, and drive the circular economy
21. NAWMA supports Federal Government investment and incentives directed towards community education and behaviour change to drive responsible use of the household yellow top bin system
22. NAWMA's Chief Executive Officer Mr Adam Faulkner is a subject matter expert in this field and would welcome the opportunity to work collaboratively with the Department and COAG on the implementation of the proposed export bans. Mr Faulkner is the current National Vice President of the Waste Management and Resource Recovery Association of Australia (WMRR) and sits on many governmental and inter-governmental working groups and task forces across Australia.

– Submission ends –



For further information please contact NAWMA's Chief Executive Officer, Mr Adam Faulkner at a.faulkner@nawma.sa.gov.au

From: [National Plastics Summit](#)
To: [Adam Faulkner](#)
Subject: National Plastics Summit Invitation
Date: Thursday, 13 February 2020 3:07:53 PM
Attachments: [Plastics Summit Program 2 March 2020.pdf](#)



Dear Mr Adam Faulkner,

I am pleased to invite you to the Australian Government's National Plastics Summit, which I am hosting in Parliament House Canberra on Monday 2 March 2020.

Australia is taking unprecedented steps to assume responsibility for our own waste, starting with the ban on the export of waste plastic, paper, glass and tyres that have not been processed into value-added materials. This is essential as we build Australia's circular economy, creating new jobs and economic opportunities from turning waste into a resource.

This Summit seeks to accelerate solutions to the proliferation of plastic waste, and activate the actions agreed to by my state and territory colleagues last year in the National Waste Policy Action Plan.

The National Plastics Summit will bring together senior members of government and leaders across industry, civil society and academia to address Australia's plastic waste challenge.

During the day participants will have the opportunity to join two of four roundtable sessions:

1. Plastics at its source
2. Plastics in our daily life
3. The plastics revolution
4. Plastics in the economy
5. Plastics in our oceans and waterways

A separate Students' Summit will run in parallel on the day. All sessions will report back at the close of the Summit.

While we all acknowledge the problems of plastic, it's time for us to come together to be part of the solution. I urge you to consider what new economic and environmental opportunities your organisation can bring to the table to tackle Australia's plastics waste problem.

Please [RVSP here](#) by 17 February 2020.

I look forward to you joining me.

Yours sincerely

Sussan Ley
Minister for the Environment





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 And our Client Rural and Regional Councils

Agenda Item 8.10

Report Subject: 2019/2020 Annual Business Plan Progress	Report Author: Chief Executive Officer
Meeting Date: 27 February 2020	Report Type: Information report (operational, governance)
Attachments: Annual Business Plan Implementation Progress matrix	

Purpose of the Report

To provide the Board with a progress report 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 the three (3) 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 Strategic Plan.

It is an ambitious Plan containing 22 projects.

Report

The matrix appended at Attachment 8.12.1 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 eight (8) 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 least progressed and will be discussed in Item 8.3 of the scheduled 27 February 2020 Board Meeting.

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

RECOMMENDATION

That the Report is received and noted.



2019/2020 Annual Plan

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, September, November and February, scheduled May 2020
Chief Executive Roundtables	3.1.3	Objective 1, 2, 3	Meetings held at least quarterly	Ongoing - meetings held in July, September, October and January, scheduled for March
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 approved by 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	City of Playford pilot project completed and Constituent Council consultation commenced. Board Report April 2020
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 - Project Advisory Group in establishment phase to progress the 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
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	Completed. 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 8.11

Report Subject: Operational Report **Report Author:** Chief Operations Officer

Meeting Date: 27 February 2020 **Report Type:** Information report
 (operational)

Attachments: Nil

Purpose of the Report

To provide the Board with an update on NAWMA's operations across its five (5) sites;

1. Edinburgh Park MRF,
2. Edinburgh North RRC,
3. Edinburgh North WPF,
4. Pooraka RRC,
5. Uleybury Landfill

In addition, a capital works update will be provided to the Board.

Background

Due to a recent minor restructure, Danial Dunn has moved into a Chief Operations Officer role, and now has operational oversight of all NAWMA's operations and hard infrastructure. The new organisational structure has streamlined decision making and is delivering efficiencies across the organisation. The position of Collections and Disposal Manager was made redundant in the restructure, and NAWMA's Administration thanked Mr Eddie Christopoulos for his contribution.

The single Operations Report will now cover off on both the recycling and waste processing/disposal activities.

Report

1. Edinburgh Park MRF

MRF Productivity

This reporting period covers the December quarter (and into January 2020) which captures the festive season. Historically, peak tonnes and the quality of material received always challenges MRF operations during this period. However, we are pleased to report the MRF performed extremely well. The processing speed of the plant achieved set benchmarks and was complemented with minimal downtime.

Marketing of Recyclables

Unfortunately, the recycled paper and cardboard ("fibre") market continued to slide eliminating any productivity and utilisation achievements. As discussed in detail elsewhere in this Board Agenda, pricing reduced further during this reporting period as a result of three main factors:

- China had not released any import quotas of significance, therefore minimal demand for Recycled Fibre was realised.

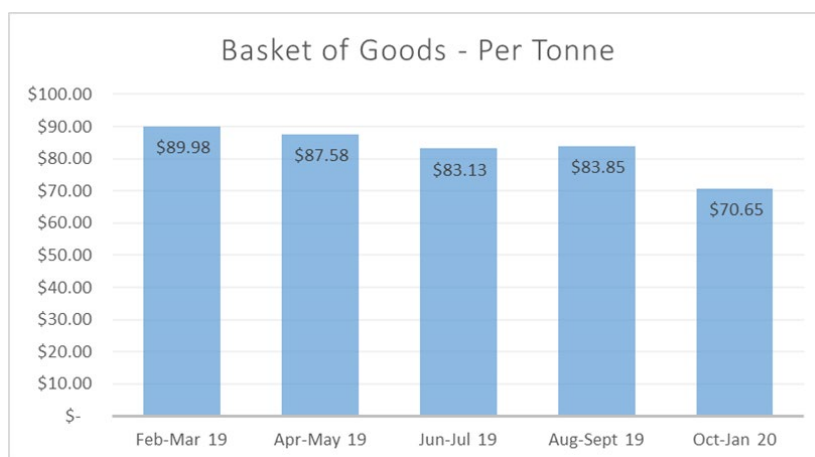


- The next biggest South East Asian market which is Indonesia, implemented its own actions to improve the quality of imports. This resulted in a short-term halt on imports whilst their new terms of shipment were being finalised, further reducing demand and magnifying the global oversupply of fibre
- Due to the halt within Indonesia, NAWMA had to respond by redirecting fibre into well licensed facilities within India. The net value was reduced because of the increased ocean freight costs and NAWMA selling into a “buyers market”.

While the December quarter represented the worst fibre trading conditions since indices have been published, the forecast is not strong with January to March being historically the softest demand and pricing quarter. NAWMA continues to trade hard and work tirelessly with our traders, paper mill contacts, and industry colleagues with a view to stemming the tide.

HDPE Milk bottles also witnessed a drop-in value as the reprocessors went into a shutdown period for the festive season. The value of HDPE Milk bottles has already started to recover, and will increase further in the March quarter.

All other commodities remained relatively flat in price with increased yields welcomed for CDL products.



2. Edinburgh North Resource Recovery Centre (RRC)

The RRC at Edinburgh North performed very well during this reporting period and the level of housekeeping within the facility is best in class, a real credit to the team on site.

Some statistics for this reporting period.

Gate House Transactions	Average 4,246 customers per month
Waste Tonnes	Average 333 tonnes per month
Green Waste	Average 222 tonnes per month

Future Operations Reports will start to contain some trend data to assist the Board with finding relevance in these numbers.

3. Edinburgh North Waste Processing Facility (WPF)

The WPF continues to operate smoothly with no reported down time through this reporting period.



Waste tonnes were up slightly as a result of the festive season. In summary the site received and processed approximately 11,900 tonnes of waste.

As reported in the November Board Meeting, NAWMA recently awarded a contract to Diamond Bros for the transport of its baled waste from Edinburgh North to Uleybury Balefill. This service has commenced with a seamless transition during the reporting period.

A highlight with Diamond Bros is the configuration of their vehicles, it allows NAWMA to load an extra two waste bales per load, reducing the number of loads needed per day. The new Contract also delivered savings in terms of the price per tonne of baled waste transported.



4. Pooraka Resource Recovery Centre (RRC)

The Pooraka RRC like Edinburgh RRC performed well during this reporting period in terms of customer visitation, and operational control. Pooraka when looking at the statistics is a much busier site than Edinburgh North and the proposed capital improvements to the site will be a welcomed improvement to assist with customer usability and operational efficiencies.

Some statistics for this reporting period.

Gate House Transactions	Average 7,106 customers per month
Waste Tonnes	Average 832 tonnes per month
Green Waste	Average 412 tonnes per month

Again, in future some trend data will be provided.

5. Uleybury Balefill

This site continues to run well with dust and fly control being the main emphasis during the summer period. The next lift on the stage three cell will commence in the coming weeks, with the clay wall liner on the Eastern wall to follow thereafter. Civil quotes are currently being sought for the clay wall liner. The clay liner is estimated to be finished in April 2020.





The charts below show the monthly power generation from the gas and solar for the period to December 2019.

Table 1:

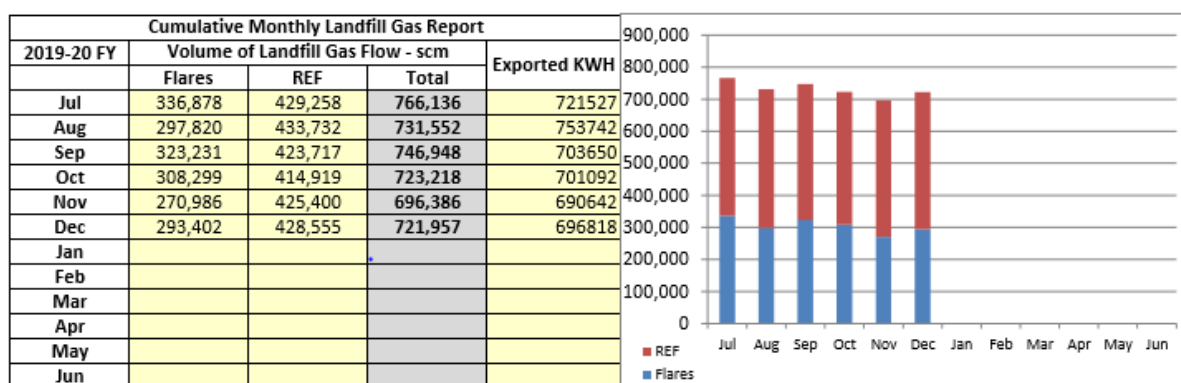
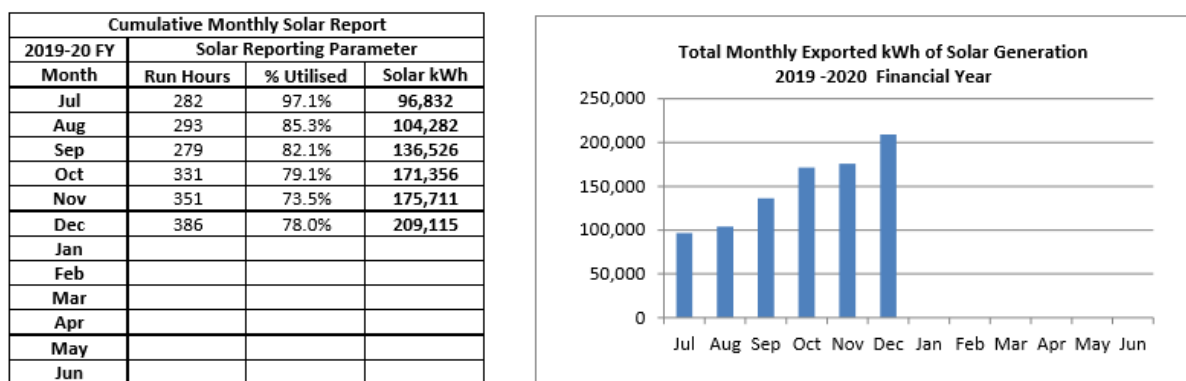


Table 2:



Progress Update Capital Works.

- a) 120m2 MRF Warehouse extension was completed during the reporting period. It was completed on budget and slightly ahead of schedule, with no tonnes diverted or downtime experienced during the whole construction



- b) MRF Robotics Project – Equipment arrived onsite January with completion of installation due for the end of February. Commissioning will occur in March, and early results reported to the NAWMA Board in April 2020
- c) MRF Glass Fines Recovery Plant - Equipment is currently being delivered to site with installation and commissioning set for the end of March. Commissioning will occur in April, with early results reported through to the April 2020 Board Meeting
- d) Uleybury Stage 3 Clay Liner – civil quotes currently being sought, with installation due for completion April 2020 (before Winter sets in)
- e) Pooraka RRC Upgrade - Drafting, Engineering and Planning Submissions are being pulled together, with the final documentation estimated to be completed by June 2020. Dependant on approvals and final negotiations with City of Salisbury, site works could commence as early as August 2020
- f) Polystyrene Recycling machine - Equipment suppliers being sourced and evaluated. Estimated for equipment to be ordered early April 2020.

Completed Warehouse Extension



RECOMMENDATION

That the Report is received and noted.



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Agenda Item 8.12

Report Subject: WHS Steering Committee Minutes	Report Author: Chief Executive Officer
Meeting Date: 27 February 2020	Report Type: Information report (operational, governance)
Attachments: 8.12.1 – WHS Steering Committee Minutes	

Purpose of the Report

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

Report

A meeting of NAWMA's WHS Steering Committee was held on Wednesday 5 February 2020. Appended (at Attachment 8.14.1) are the minutes of this meeting for the information of the Board.

NAWMA's Administration recently called for nominations to the WHS Steering Committee in order to refresh the Committee membership and obtain a more representative cross section of the organisation.

Joining the Committee from March 2020 is;

- Sarah Pain, Accountant
- Zac Langridge, RRC/Plant Operator

Leaving the Committee is Michelle Muldowney, Customer Service Officer, and the Committee thanked Michelle for the contribution.

Recommendation

That the Report is received and noted.

WHS STEERING GROUP MEETING MINUTES

121 WHS KEY PILLARS

1. Training & Qualifications
2. Records & Documentation
3. Maintenance & Housekeeping
4. Emergency Procedure



Meeting Title:	NAWMA WHS Steering Group			Chaired by:	Scott Filsell			Meeting Date:	05/02/20			Meeting Number:	52				
Venue:	NAWMA Woomera Ave			Secretary:	Scott Filsell			Start:	9:00am			Finish:	10:00am				
ATTENDEES	Attend	Apology	Absent	ATTENDEES	Attend	Apology	Absent	AGENDA:	1. Status of previous actions 2. New items <ul style="list-style-type: none"> • Black Text - ongoing • Red Text - New/Current items • Green Text - Completed items 	Risk Rating	To Be Started	In Progress	Completed	Closed	Total Items		
Adam Faulkner	X									Extreme							0
Daniel Dunn	X									High		2					2
Jason Moorhouse	X									Moderate		6					6
Michelle Muldowney	X									Low		2	4				2
Scott Filsell	X									TOTAL	0	10	4	0			10
Sarah Pain																	
Zac Langridge																	
Distribution	Electronic copies to all attendees and individuals that are absent. Minutes stored on "N" Drive and displayed on site Notice Boards.					Date Issued	06/02/20		Next Meeting:	24/03/20 - 9:30am		Venue	NAWMA Woomera Ave				

Agenda Item	Issue Details	Action Required	Risk Rating	Action By	Date Raised	Due Date	Action Completed
1. Review any current Incidents or issues:	Incident Reports	<ul style="list-style-type: none"> • Fire in MRF Waste Packer – Likely cause Li-Ion Battery, developing procedures to deal with this type of Hazard. Procedure developed, additional training for staff to be completed. • Rollout at RRC's and WPF also. • Fire in WPF 3/1/20 – Feedback to SUEZ for assisting 	High	Scott Filsell Thao Nguyen Daniel Dunn	31/10/19	28/2/2020	
2. Records & Documentation	SWP Development	Develop/Review NAWMA specific SWP documents <ul style="list-style-type: none"> • RRC/WPF – To be reviewed & updated as required • MRF – To be reviewed & updated as required • LANDFILL - To be reviewed & updated as required 	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"> • Safety conversations to be had and recorded on Sky trust once implemented. Proceed with SKYTRUST implementation Underway 	Low	Scott Filsell	11/10/17	Ongoing	

WHS STEERING GROUP MEETING MINUTES

122 WHS KEY PILLARS

1. Training & Qualifications
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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"> • Now Gas modifications still to be completed on site, designated walkways now need to be planned for site. Latest is completion from end February 20 • Review of current Traffic Management Plans for all sites, focussing on Vehicle & Pedestrian interaction. Look into physical separation from Heavy Vehicles, designated walkways and vehicle loading areas, safe driver zones etc. • TM consultants WGA have been engaged and quoted on all sites and have been split to spread costs. Bellchambers Rd has been given priority, site visit and audit has taken place. Draft Bellchambers recommendations are due Feb 2020. SF to Follow up 5/2 • During a recent site visit was identified Pooraka RRC is extremely busy. The site has now had its Traffic Management risks minimised with the addition of a second wheel loader to reduce the loader crossing over onsite, reducing pedestrian/vehicle interactions. 	High	<p>Scott Filsell Jason Moorhouse Danial Dunn SUEZ</p> <p>Scott Filsell</p> <p>New Loader Delivery 6/2/20</p>	<p>22/05/18</p> <p>01/10/19</p>	<p>Ongoing</p> <p>July 2020</p>	
5.	Emergency Procedure	Confined Space Emergency Plan	<ul style="list-style-type: none"> • The group has agreed to accept the risks involved with the Confined Space(CS) and the modifications to make it safer to date. The RRC Pit will also be treated as a CS moving forwards. • Scott Filsell will put together a summary of all current engineering improvements to the confined space. • SF to source quotes for the necessary rescue equipment. N.B. One kit will suit both applications. (Followed up on 5/2) • DD to work with Finance Officer to fit costs into current operating budgets. • All workers involved with the space will have refresher training and will coincide with Isolation & Lockout training. • DD, JM & SF to manage the mechanical outcomes required with the site maintenance technician. • Signage to be installed to highlight the RRC Pit and WPF pit areas as Confined Spaces. • Speaking with LGAWCS consultant we will need to have the necessary rescue equipment if entering the CS. 	Moderate	<p>Scott Filsell Jason Moorhouse Dean Williams</p>	<p>02/04/19</p>	<p>TBA</p>	

WHS STEERING GROUP MEETING MINUTES

123 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
6. Records & Documentation	CoR (Chain of Responsibility) NHVL (National Heavy Vehicle Law)	<p><u>Review of any NHVL breaches</u></p> <ul style="list-style-type: none"> There have been three further breaches 27/12/19, 13/1/20 – SUEZ Incident reports to follow. Received 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. No action as yet 22/10/19 on truck scales. Adam Faulkner followed up with SUEZ 19/12/19. SUEZ have noted install will commence from 28th Jan 2020 for 2-3 weeks. SUEZ will notify NAWMA once all units have been installed on their fleet. 	Moderate	SUEZ Scott Filsell Danial Dunn	27/12/19 23/07/19	5/02/20 29/02/20	
7. Records & Documentation	WHS Plan & Programs	<ul style="list-style-type: none"> Review WHS Plan and Programs, prioritise actions and close out completed actions. It was agreed to await the outcome of our WHS & Risk Evaluation to form an action plan which will identify and prioritise the scope for the resource assistance. Audit recommendations to follow Action plan to be completed by the end of January 2020 with the assistance of Vicky & Colleen from the scheme. WHS draft completed. RISK draft completed 8/1/20 with Colleen. Action plan to be submitted to the Board and Audit committee and Peer review from the "Scheme" 	Moderate	All	16/05/19	Ongoing	
8. Records & Documentation	Document Review	Review - Electrical Safety Procedure further consultation required with workers involved, including NAWMA's SWP's into the procedure.	Low	All	17/12/19	5/02/20	5/02/20
9. Records & Documentation	Proposed Modifications to Pooraka RRC	Scott Filsell & Jason Moorhouse to complete R/A's for both proposed modifications to the site to improve the sites safety, vehicle interactions with pedestrians and efficiency.	Moderate	Scott Filsell Jason Moorhouse	11/12/19	23/02/20	
10. Maintenance & Housekeeping Training & Qualifications Records & Documentation	Perimeter Fencing for Waste Baling Facility	Danial Dunn raised, to compliment the safety of the Waste Baling operation we will install perimeter guarding the same as the MRF. Isolation & Lockout training to be organised with workers. Signage to be installed to notify of the confined space in the area. Follow up 7/02/20	Moderate	Danial Dunn Jason Moorhouse Dean Williams Scott Filsell	19/12/19	24/03/20	

WHS STEERING GROUP MEETING MINUTES

124
WHS KEY PILLARS

1. Training & Qualifications
2. Records & Documentation
3. Maintenance & Housekeeping
4. Emergency Procedure



New Agenda Items – 5/2/20		Issue Details	Action Required	Risk Rating	Action By	Date Raised	Due Date	Action Completed
1.	Records & Documentation	Document Review	Review – Isolation & Lockout Procedure, further consultation required with workers involved including NAWMA' s SWP's into the procedure.	Low	Danial Dunn Jason Moorhouse Dean Williams Sakun Tha Scott Filsell	10/01/20	24/03/20	
2.	Records & Documentation	Document Review	Review – UVR & Inclement Weather Procedure, further consultation required with workers involved including NAWMA' s SWP's into the procedure.	Low	Danial Dunn Jason Moorhouse Dean Williams Sakun Tha Scott Filsell	28/01/20	24/03/20	
3.	Maintenance & Housekeeping	Traffic Management from Scout's Yard - RRC	Propose fitting a Give Way Sign at exit of Scout's yard and line-mark gateway accordingly.	Low	Jason Moorhouse Scott Filsell	03/02/20	24/03/20	
4.	Training & Qualifications	Review of WHSSG Members	Due to recent staff movements within NAWMA, in December a call went out for nominations from Admin and Operational staff to join the WHS Steering Group (WHSSG). These positions have been filled by Sarah Pain (Accountant) and Zac Langridge (RRC) both will commence from the March meeting. Michelle Muldowney is leaving the WHSSG at the conclusion of this meeting. The group thanks Michelle for her contributions and involvement in the WHSSG.	Low	All	Dec 19	March 20	