

Ordinary Board Meeting Agenda

Date: 1/05/2019

Time: 5.00pm

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

1. Present

2. Apologies

Cr Shirley Halls City of Playford

3. Disclosure of Conflicts

Conflicts of Interest

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

Confidentiality Statement

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

4. Confirmation of Minutes

Recommended: That the Minutes of the Joint Northern Adelaide Waste Management Authority Audit Committee and Board Meeting held on Thursday, 28 February 2019 be received, confirmed and adopted.

5. Matters Arising From The Minutes

6. Questions Without Notice

7. NAWMA Management and Administration Report

Reports for Decision

- 7.1. 2018/2019 Budget Review Three (3)
- 7.2. Draft 2019/2020 Annual Business Plan
- 7.3. Visa Business Card line limit increase
- 7.4. NAWMA Audit Committee Nomination
- 7.5. Contract Variation – Suez (confidential)

Reports for Information

- 7.6. Constituent Council Service Level Agreements
- 7.7 2018/2019 External Audit Plan & Engagement
- 7.8 Operational Report – Recycling and Resource Recovery (confidential)
- 7.9 Operational Report – Collections, Processing and Disposal
- 7.10. Media and Industry Update (confidential)
- 7.11 WHS Steering Committee Minutes (latest)

8. Other Business

- 8.1. Tender Opportunity Update (verbal only)

9. Next Meeting of the Board

The next meeting of the Board to be held Wednesday, 3 July 2019 at 5.00pm at NAWMA Boardroom: 71-75 Woomera Avenue, Edinburgh Park





**MINUTES OF THE MEETING OF THE JOINT AUDIT COMMITTEE AND BOARD OF NORTHERN ADELAIDE
WASTE MANAGEMENT AUTHORITY**

held on Thursday 28 February 2019 at NAWMA Administration Offices, 71 – 75 Woomera Avenue,
Edinburgh Park

WELCOME

Meeting opened at 5.03pm

1. PRESENT

Mr Brian Cunningham	Independent Board Chairman
Mr Charles Mansueto	City of Salisbury
Cr Graham Reynolds	City of Salisbury
Cr Julie Woodman	City of Salisbury
Mr Sam Green	City of Playford
Cr Shirley Halls	City of Playford
Cr Clint Marsh	City of Playford (Proxy)
Cr Paul Koch	Town of Gawler
Cr Paul Little	Town of Gawler
Mr Paul Brass	Independent Audit Committee Chairman
Mr Mark Labaz	Independent Audit Committee Member
Mr Mark McAllister	Independent Audit Committee Member

IN ATTENDANCE

Mr Adam Faulkner	Chief Executive Officer
Mr Andreas Konrad	Finance & Corporate Performance Manager
Mr Eddie Christopoulos	Collections & Transfer Station Coordinator
Ms Penelope Morrison	Education and Projects Coordinator
Ms Amy Quintrell	Executive Assistant
Cr Diane Fraser	Town of Gawler (Proxy)

2. APOLOGIES

Mr Henry Inat	Town of Gawler
Mr Jack Darzanos	Town of Gawler (Proxy)
Mrs Grace Pelle	City of Playford
Mr Danial Dunn	Resource Recovery Manager

Cr Little attended the meeting at 5.05pm

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 of potential conflict of interest with respect to those matters. If a conflict becomes apparent during discussion, then the member will declare at that time.

Cr Koch declared a material conflict in Item 7.6 and left the meeting for the discussion.
Cr Little declared a material conflict in Item 7.6 and left the meeting for the discussion.
Cr Fraser declared a material conflict in Item 7.6 and left the meeting for the discussion.

Independent Audit Committee Chairman declared a perceived conflict in Item 7.6 and left the meeting for the discussion.

Confidentiality Statement

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

4. CONFIRMATION OF THE MINUTES

Moved Mr Mansueto that the Minutes of the Ordinary Northern Adelaide Waste Management Authority Board Meeting held on Wednesday 19 September 2018 be received, confirmed and adopted

Seconded Cr Halls

Carried

Moved Mr Mansueto that the Minutes of the Northern Adelaide Waste Management Authority Audit Committee held on Monday 12 November 2018 be received and noted

Seconded Cr Halls

Carried

5. MATTERS ARISING FROM THE MINUTES

5.1 Resolutions Register (verbal update)

5.2 Recycling Update (verbal update)

Cr Woodman attended the meeting at 5.14pm

6. QUESTIONS WITHOUT NOTICE

Nil

7. NAWMA MANAGEMENT AND ADMINISTRATION REPORT

Reports for Decision

Agenda Item 7.11 moved to start of Agenda with Board and Audit Committee approval

7.11 Education Report – Audit Results and Education Plan 2019

Moved Cr Halls that the Report is received and noted

Seconded Cr Koch

Carried

Education and Projects Coordinator left the meeting at 5.28pm and did not return

Cr Halls left the meeting at 5.29pm and did not return

7.1 2018/2019 Budget Review One (1)

Moved Mr Green that the 2018/2019 Budget Review One (1) Financial Statements and Ratio Analysis be received and adopted

Seconded Cr Reynolds

Carried

7.2 2018/2019 Budget Review Two (2)

Moved Cr Woodman that the 2018/2019 Budget Review Two (2) Financial Statements and Ratio Analysis be received and adopted

Seconded Cr Little

Carried

7.3 2019/2020 Draft Budget

Moved Mr Green that the DRAFT 2019/2020 NAWMA Budget be endorsed to Constituent Councils for their respective review and endorsement prior to 31 May 2019 and that the Board endorse the additional resource contained within the Draft Budget

Seconded Mr Mansueto

Carried

7.4 Financial Delegation

Moved Cr Reynolds that the amendments to the Financial Delegations policy be adopted

Seconded Cr Reynolds

Carried

7.5 GISA Infrastructure Loans

Moved Mr Green that the Board authorise the Independent Chairman and Chief Executive Officer to execute the three (3) agreements between Green Industries South Australia and NAWMA for the project funding under the Common Seal to the value of \$1,500,000 and that the Independent Chairman and Chief Executive Officer be authorised to execute the Local Government Finance Authority borrowing (finance) agreement under the Common Seal for \$2,236,000 plus an additional amount up to 10% (of the total borrowing agreement) costs for contingencies, drawings and approvals

Seconded Cr Little

Carried

Cr Koch left the meeting at 6.02pm due to a material conflict in Agenda Item 7.6

Cr Little left the meeting at 6.02pm due to a material conflict in Agenda Item 7.6

Cr Fraser left the meeting at 6.02pm due to a material conflict in Agenda Item 7.6

Independent Audit Committee Chairman left the meeting at 6.02pm due to a perceived conflict in Agenda Item 7.6

7.6 Landfill Road Maintenance

Moved Mr Mansueto that NAWMA Chief Executive Officer write to City of Playford requesting that they revoke the Road Closure for part of Smith and Adams Road, and that NAWMA Chief Executive Officer write to Town of Gawler and advise that the upkeep and maintenance of Smith and Adams Road is a matter for Council as it is a public road owned by Town of Gawler and request the road be maintained at no lower condition than current condition

Seconded Mr Green

Carried

Cr Koch returned to the meeting at 6.11pm

Cr Little returned to the meeting at 6.11pm

Cr Fraser returned to the meeting at 6.11pm

Independent Audit Committee Chairman returned to the meeting at 6.11pm

CEO left the meeting at 6.11pm

CEO returned to the meeting at 6.12pm

7.7 NAWMA Committee Nominations

Moved Cr Woodman that the Board appoint the following Board Directors to the below-mentioned NAWMA Committees:

- Mr Mansueto be appointed to the NAWMA Audit Committee for a period of two (2) years from the date of resolution
- Mr Inat be appointed to the CEO Performance Committee for a period of two (2) years from the date of resolution

- Cr Little be appointed (as Chair) to the Balefill Management Consultative Committee for a period of two (2) years from the date of resolution
- Cr Koch be appointed as Deputy Board Chairman for a period of two (2) years from the date of resolution

Seconded Mr Green

Carried

7.8 2019 Board Meeting Schedule

Moved Cr Little that the Report is received and noted, and the Board endorses the proposed dates, with amendment to the April 2019 date, of the 2019 Board Meetings

Seconded Cr Koch

Carried

Reports for Information

Cr Marsh left the meeting at 6.24pm and did not return

Mr Labaz left the meeting at 6.25pm

7.9 Operational Report – Collections, Processing and Disposal

Moved Cr Koch that the Report is received and noted

Seconded Mr Mansueto

Carried

Mr Labaz returned to the meeting at 6.28pm

7.10 Operational Report – Recycling and Resource Recovery

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 Board orders that the public, excluding the Northern Adelaide Waste Management authority staff present, be excluded from the meeting on the basis that the Northern Adelaide Waste Management Authority Board 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 information confidential.

Seconded Mr Green

Carried

2. Moved Cr Little that the Report is received and noted

Seconded Cr Woodman

Carried

3. Moved Mr Mansueto that under Section 91(7) and (9) of the Local Government Act 1999 the Northern Adelaide Waste Management Authority Board orders that the report and discussion 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 Woodman that the Meeting move out of confidence
Seconded Cr Reynolds **Carried**

7.11 WHS Steering Committee Minutes (latest)

- Moved Cr Woodman that the Report is received and noted
Seconded Cr Little **Carried**

7.12 2018/2019 Annual Business Plan – progress report

- Moved Cr Koch that the Report is received and noted
Seconded Mr Green **Carried**

8 OTHER BUSINESS

8.1 Council Correspondence

1. Moved Mr Green 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 Board orders that the public, excluding the Northern Adelaide Waste Management authority staff present, be excluded from the meeting on the basis that the Northern Adelaide Waste Management Authority Board 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 information confidential.

- Seconded Mr Mansueto **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, resolution and discussion 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 Koch that the Meeting move out of confidence

- Seconded Cr Woodman **Carried**

8.2 State Government Consultation

- Moved Cr Little that the Report is received and noted
Seconded Cr Woodman **Carried**

*Independent Board Chairman left the meeting at 6.36pm due to a material conflict in Agenda Item 8.3
Deputy Chairman Cr Koch assumed the role of Chair for Agenda Item 8.3*

8.3 Tender Opportunity Update
Verbal update only

Independent Board Chairman returned to the meeting at 6.38pm

9 NEXT MEETING OF THE BOARD AND AUDIT COMMITTEE

The next meeting of the Board is to be held Wednesday 1 April 2019 at 5.00pm at NAWMA Administration Offices, 71-75 Woomera Avenue, Edinburgh Park

The next meeting of the Audit Committee is to be held Thursday 18 April 2019 at 8.00am at Brian Cunningham's Offices, Level 11, 147 Pirie Street, Adelaide

10 CLOSURE OF THE MEETING

The meeting closed at 6.39pm

Adopted by Audit Committee
Meeting of Friday 29 March 2019

Adopted by Board
Meeting of Wednesday 1 May 2019

Chairman
Mr Peter Brass

Chairman
Mr Brian Cunningham

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And our Client Rural and Regional Councils

Agenda Item 7.1

Report Subject:	2018/2019 Budget Review Three (BR3)	Report Author:	Chief Executive Officer
Meeting Date:	1 May 2019	Information Type:	Information report (finance, governance)
Attachments:	To be tabled under separate cover		

Purpose of the Report

To provide the Board with an opportunity to review and adopt the Budget Review Three (BR3).

Background

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

Report

Due to the resignation of the Finance and Corporate Performance Manager, NAWMA's Chief Executive Officer and external accountant Dean Newberry & Partners have been tasked with developing BR3. Unfortunately, at the time of preparing the 01 May 2019 NAWMA Board Agenda, the BR3 workbook, financial statements and KPI's were not fully completed.

The accompanying finance papers will be forwarded under separate cover, or in a worst case will be tabled at the scheduled 01 May 2019 Board Meeting.

The scheduled 29 April 2019 NAWMA Audit Committee Meeting was deferred, meaning the Audit Committee also has not had a chance to review and endorse BR3.

RECOMMENDATION

That NAWMA's 2018/2019 Budget Review Three (BR3) be presented to the NAWMA Audit Committee, by circular resolution (if required),

And

Once endorsed by the NAWMA Audit Committee, NAWMA's 2019/2019 Budget Review Three (BR3) be adopted by the NAWMA Board, by circular resolution (if required).

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Agenda Item 7.2

Report Subject:	Draft 2019/2020 Annual Business Plan	Report Author:	Chief Executive Officer
Meeting Date:	1 May 2019	Information Type:	Decision report (finance, governance, operational)
Attachments:	7.2.1: DRAFT 2019/2020 Annual Business Plan		

Purpose of the Report

To provide the NAWMA Board with an opportunity to review the Draft 2019/2010 NAWMA Annual Business Plan and give endorsement to circulate the Draft Annual Business Plan to each respective Constituent Council for endorsement.

Background

The NAWMA Charter requires NAWMA to have an Annual Business Plan, that is developed in consultation with the Board and Constituent Councils.

The Draft 2019/2020 Annual Business Plan has been developed using five (5) themes;

- 1.1. To provide a **governance framework** that allows a consultative approach to management of the Subsidiary by Constituent Councils, the Board and NAWMA Management Team
- 1.2. To actively seek **operational efficiencies** that improves NAWMA's competitive advantage in the arenas of recycling, food organics garden organics, waste management, kerbside collections and customer service
- 1.3. To incorporate **Workplace Health, Safety, and Quality** into decision making processes
- 1.4. To **educate and promote** recycling, waste diversion, and contamination management of the community in collaboration with Constituent Councils, staff and the Board
- 1.5. To provide a high-quality low-cost service and infrastructure to Constituent Councils where **financial performance** is underpinned by timely and accurate monitoring and reporting.

The overarching objectives to;

- ***Deliver services efficiently and cost effectively***
- ***Increase diversion from landfill***
- ***Leadership in community education and information***

...will be delivered by being bold, innovative, worlds best practicing and transformational, whilst delivering local employment and business opportunities of global significance.

Report

In September 2018, the NAWMA Board endorsed NAWMA's transformational waste management strategy; 2018-2025 Strategic Plan.

The Draft 2019/2020 Annual Business Plan has been developed with reference to the 2018-2025 Strategic Plan, and the identified priorities of NAWMA's Administration that have been developed in consultation with Officers at the Constituent Councils.

A summary of the identified priorities is listed in Table 1;

Table 1: Summarised Draft 2019/2020 NAWMA Annual Business Plan

Draft 2019/2020 Annual Business Plan Identified Priority Activities	Primary Responsible Officer
Implement NAWMA's new transformational Waste Management Strategy	Chief Executive Officer
Operations Reference Committee	Collections and Processing Manager
Chief Executive Officer Quarterly Roundtables	Chief Executive Officer
Finance Enterprise System Integration (Microsoft Dynamics Navision)	Finance Manager
Service Level Agreements	Collections and Processing Manager
Participate in State Government high level Working Groups	Chief Executive Officer
Upgrade of Research Road Transfer Station	Collections and Processing Manager
Capital upgrade projects Material Recovery Facility	Resource Recovery Manager
Develop Downstream (onshore) Markets for Recovered Recyclables	Chief Executive Officer
(Opt-out)Food Organics Garden Organics (FOGO) Business Case and Planning	Chief Executive Officer
Establish a regional household paint and chemical drop off facility	Collections and Processing Manager
Ensure cell development, rehabilitation, and necessary capital and planning:	Collections and Processing Manager
Longlist/Shortlist Landfill Alternatives	Chief Executive Officer
Internalising Repair and Maintenance Functions	Resource Recovery Manager
Business Support Function	Team Leader Administration
Risk Management Software Platform (Skytrust):	WHS & Environmental Officer
Monthly WH&S Meetings	WHS & Environmental Officer
Plan with Programs	WHS & Environmental Officer
Targeted education – resource recovery and circular economy practices	Education & Projects Coordinator
Expansion of public facing community information	Education & Projects Coordinator
Improved data capture from collection vehicles	Collections and Processing Manager

RECOMMENDATION

That the Board endorse the Draft 2019/2020 Annual Business Plan for distribution to the Constituent Councils for consultation and review.





Draft Business Plan 2019/2020

1. Introduction:

The Business Plan, as prescribed in Clause 12 of the Charter, is to include an outline of NAWMA's objectives, that activities intended to be pursued, and the measurement tools defined to assess performance. It must also assess and summarise the financial requirements of NAWMA and set out the proposals to recover overheads and costs from the Constituent Councils.

The Draft 2019/2020 Business Plan documents the objectives, activities, financial requirements and metrics for NAWMA to undertake the collection and management of waste, organics, and recycling for Constituent Councils in a sustainable, efficient, and competitive manner. The Business Plan is to be read in conjunction with the broader strategic planning framework including the **Strategic Plan 2018-2025** and Long Term Financial Plan, and Risk Management Planning Framework.

2. Objectives

- 2.1. To provide a **governance framework** that allows a consultative approach to management of the Subsidiary by Constituent Councils, the Board and NAWMA Management Team
- 2.2. To actively seek **operational efficiencies** that improves NAWMA's competitive advantage in the arenas of recycling, food organics garden organics, waste management, kerbside collections and customer service
- 2.3. To incorporate **Workplace Health, Safety, and Quality** into decision making processes
- 2.4. To **educate and promote** recycling, waste diversion, and contamination management of the community in collaboration with Constituent Councils, staff and the Board
- 2.5. To provide a high-quality low-cost service and infrastructure to Constituent Councils where **financial performance** is underpinned by timely and accurate monitoring and reporting.

The overarching objectives to;

- *Deliver services efficiently and cost effectively*
- *Increase diversion from landfill*
- *Leadership in community education and information*

...will be delivered by being bold, innovative, worlds best practicing and transformational, whist delivering local employment and business opportunities of global significance.

Table 2.1: Current Service Levels by Constituent Councils (and Client/Customer Councils)

		Services													
		Core Services													
Constituent Council		Kerbside Collection Contract	Hard Waste Collection	Hard Waste Voucher	Waste Bin Collection	Recycling Bin Collection	Food Organics Garden Organics (FOGO) Bin Collection	Customer Service Function	Education and Promotion	Bin Repairs/Maintenance/Replacements	Recyclables Processing	FOGO Processing	Resource Recovery Centres	Landfill Disposal	Free Household Chemical Detox Centre
Constituent Councils	City of Salisbury	x	x	x	x	x	Optional	x	x	x	x	x	x	x	Under development
	City of Playford	x	x	x	x	x	Optional	x	x	x	x	x	x	x	Under development
	Town of Gawler	x	trial	trial	x	x	Optional	x	x	x	x	x	x	x	under development
Client Councils	Regional & Metro Councils										x				

3. Activities

3.1. Governance Framework

- 3.1.1. **Implement NAWMA’s new transformational Waste Management Strategy:** The NAWMA Board adopted the NAWMA Strategic Plan 2018-2025 in September 2018. The Strategy contains powerful performance drivers to lead NAWMA’s pathway to increase landfill diversion, improve existing processing infrastructure, and deliver education and behaviour change campaigns to our communities. 2019/2020 will be the first full year of implementation of the Strategy.
- 3.1.2. **Operations Reference Committee:** NAWMA has established an Operations Committee with the Constituent Councils. Officers from each Council meet with NAWMA operations staff to address service delivery, cross pollinate ideas, and reduce duplication of effort across the region. The Committee aims to meet at least Quarterly.
- 3.1.3. **Chief Executive Officer Quarterly Roundtables:** The three (3) Constituent Council Chief Executive Officers, NAWMA Independent Chairperson, and NAWMA Chief Executive Officer will continue to meet regularly to discuss common issues and innovation.
- 3.1.4. **Finance Enterprise System Integration (Microsoft Dynamics Navision):** NAWMA’s administration rolled out Microsoft Dynamics Navision in 2018. Across 2019/2020 it is intended that the Enterprise System will be integrated with the weighbridge platform (WinWeigh) to automate approximately 80% of all transactions. The final component will come with the adoption (or addition) of a customer records management (CRM) system, either within Microsoft Dynamics or as another integration.
- 3.1.5. **Service Level Agreements:** The NAWMA Charter requires a Service Level Agreement (SLA) to be developed with each Constituent Council. The structure and measurement metrics of the SLA will be reviewed in 2019/2020 in consultation with Constituent Councils, with a view to constructing a more modern template for future annual updates.
- 3.1.6. **Participate in State Government high level Working Groups:** NAWMA’s Chief Executive Officer has been invited to participate in several State Government working groups relating to waste management and recycling, being;
- **China SWORD High Level Working Group (Chaired Green Industries SA):** A working group to identify the nature and impact of the China recyclables import restrictions on South Australia, both immediate and ongoing.
 - **SA Sustainable Procurement Working Group (Chaired Green Industries SA):** To provide strategic input and leadership into the development of a cohesive, collaborative and effective approach towards increasing domestic market demand for local recyclable materials and recycled-content products. This recognises the role of government and industry procurement in assisting with the longer-term structural adjustment of the waste sector and the benefits of a sustainable circular economy business model.
 - **Waste Reform High level Advisory Group (Chaired EPA):** High-Level Advisory Group to further promote the high-level understanding and provision of strategic advice in relation to the development and implementation of the Waste regulatory reforms.

Table 3.1: Summary of activities to deliver on the Governance Framework objective

Activity number	Activity	2018-2025 Strategic Plan Linkage	Metric
3.1.1	Implement Strategic Plan 2015-2025	All	Progress made on the implementation of the Strategic Plan
3.1.2	Operations Reference Committee	Objective 1, 2, 3	Bi-monthly Committee Meetings held

3.1.3	Chief Executive Officer Roundtables	Objective 1, 2 & 3	Meetings held at least quarterly
3.1.4	Finance ERP System Integration	Objective 3	Finance ERP System implemented as BAU, and informing decisions
3.1.5	Service Level Agreements	Strategies 1, 2, 5, & 8	SLA's adopted
3.1.6	Participate in State Government High Level Working Groups	Strategies 10 & 11	CEO representation on three (3) high level working groups

3.2. Operational Efficiencies

- 3.2.1. **Upgrade of Research Road Transfer Station:** NAWMA, in consultation with City of Salisbury, will facilitate an upgrade and mechanisation of the resource recovery facility within the first twelve months of NAWMA control. It is envisaged that the site will host a revolve/repair function to increase recycling opportunities, but also engage with the community around skill development and social enterprise.
- 3.2.2. **Capital upgrade projects Material Recovery Facility:** NAWMA has been successful in securing \$1.5M in funding to upgrade and future proof the MRF. Through a series of capital improvements, NAWMA will expand the footprint of the MRF building, introduce robotics into the operations, and commission South Australia's first glass recovery plant. Through diligent financial modelling, and prudent project management, NAWMA will implement the capital works within 19/20 that will diver further resource recovery and diversion of waste from landfill.
- 3.2.3. **Develop Downstream (onshore) Markets for Recovered Recyclables:** To deliver on NAWMA's Commitment for 100% onshore processing of recovered resources by 2020, NAWMA needs to continue to identify and (where required) develop Australian markets. Particular focus will be in glass recovered fines, and plastics.
- 3.2.4. **(Opt-out)Food Organics Garden Organics (FOGO) Business Case and Planning;** Following an independent analysis and subsequent strategy modelling, NAWMA will now work with Constituent Councils to develop the final business case for rolling out the remaining (circa) 30,000 FOGO bins to properties currently not participating in the opt-in service. It is anticipated that the business planning will culminate in a 2020/2021 Budget Bid for a July 2021 rollout.
- 3.2.5. **Establish a regional household paint and chemical drop off facility:** Following successful grant funding, the facility, design, build and staff training is being finalised, with an estimated go-live date in September/October 2019. The home detox facility will be available to residents of the three Constituent Councils seven days a week to responsibly dispose of unwanted paint and chemicals at no charge.
- 3.2.6. **Ensure cell development, rehabilitation, and necessary capital and planning:** NAWMA's Business Plan and Draft 2019/2020 Budget has been developed to ensure adequate planning and funding is available to manage the Uleybury Landfill operational commitments, and continuous closure and rehabilitation of closed landfill areas.
- 3.2.7. **Longlist/Shortlist Landfill Alternatives:** As a first step in an extended diligence exercise, NAWMA will commission an independent longlist and shortlist study to identify all available (working) landfill alternative technologies that could be suitable for a NAWMA application.

Table 3.2: Summary of activities to deliver on the Operational Efficiency objective

Activity number	Activity	2018-2025 Strategic Plan Linkage	Metric
3.2.1	Upgrade Research Road Transfer Station	Strategy 7 & 8	Upgrade plans fully developed and commence upgrade construction
3.2.2	Capital Upgrade Materials Recovery Facility	Strategies 1, 3, 4, 5, 7, 8, 10 & 11. Objective1 & 2	Three capital upgrade projects completed
3.2.3	Develop Downstream (onshore) Markets for Recovered Recyclables	Objective 2; Strategies 4 & 10	Local, domestic, Australian markets identified for recovered resources
3.2.4	(Opt-out)Food Organics Garden Organics (FOGO) Business Case and Planning	Objective 1; Strategies 1, 5, 7 & 9	Business Case developed, and consultation workshops with Councils held; 20/21 Budget Bid developed
3.2.5	Establish a regional household paint and chemical drop off facility	Strategies 1 & 7	Free household detox facility operational
3.2.6	Ensure cell development, rehabilitation, and necessary capital and planning	Objective 3	Design work completed to maximise airspace
3.2.7	Longlist/Shortlist Landfill Alternatives	Objective 3; Strategies 8, 10 & 11	Shortlist completed and presented to Board for next stage of diligence

3.3. Workplace Health, Safety, and Quality

- 3.3.1. **Internalising Repair and Maintenance Functions:** In order to drive efficiency, utilisation, and quality/safety, NAWMA will move to an internal repair and maintenance function in 19/20. This integrated function will work across all four (4) sites, and fixed and mobile assets. The aim is to continue NAWMA's pathway as a safe workplace, but also as a local employer and skill developer in the Northern suburbs of Adelaide.
- 3.3.2. **Business Support Function:** NAWMA handles hundreds of thousands of transactions across the four (4) operational sites each year. These transactions are handled through a series of data platforms. To deliver efficient, cost effective, and safe services for our Constituent Councils, NAWMA will host its first internal business support function that will drive repeatable quality in each and every transaction.
- 3.3.3. **Risk Management Software Platform (Skytrust):** NAWMA intends to continue to implement and integrate the Skytrust risk, safety and quality software platform, which is provided by the local government sector without cost.
- 3.3.4. **Monthly WH&S Meetings:** NAWMA's WHS & Environment Officer will continue to facilitate a WH&S Committee at least monthly. The Committee is not governed by the Charter but is an important internal control. Minutes of the meetings are distributed to the NAWMA Board.
- 3.3.5. **Plan with Programs:** In conjunction with the Local Government Workers Compensation Scheme (LGWCS) and Local Government Mutual Liability Scheme (LGMLS), NAWMA has prepared a three (3) year Plan with Programs that will assist in transitioning the organisation more completely into the Model One System. The Scheme audits NAWMA against progress in implementing the Plan with Programs every two (2) years. Progress on the Plan with Programs will feature heavily in WHS Committee Meetings and reporting through the Audit Committee.

Table 3.3: Summary of activities to deliver on the Workplace Health & Safety objective

Activity number	Activity	2018-2025 Strategic Plan Linkage	Metric
3.3.1	Internalising Repair and Maintenance Functions	Strategy 9	Key resources secured internally to drive R&M program
3.3.2	Business Support Function	Strategy 10 & 11	Position filled, and driving efficiencies through data centred decision making
3.3.3	Risk Management Software Platform (Skytrust):	Strategy 10	Skytrust implemented and integrated into business as usual
3.3.4	Monthly WH&S Meetings	-	Monthly meetings held
3.3.5	Plan with Programs	-	Plan with Programs developed

3.4. Communications

- 3.4.1. **Targeted education – resource recovery and circular economy practices:** A targeted and sustained campaign aimed at increasing the knowledge base and participation rate of residents. The campaign is aimed at reducing contamination in the kerbside yellow and green top bins and increasing the use of NAWMA’s two Resource Recovery Centres and hard waste service. Importantly, the campaign provides a wider context for individual actions so that people better understand their personal responsibility within the circular economy.
- 3.4.2. **Expansion of public facing community information:** In consultation with Constituent Councils and relevant agencies (i.e., Green Industries SA), NAWMA will continue to develop its suite of branded resources which are increasingly being looked to as a source of accurate and up-to-date information regarding waste management and recycling services across the three Constituent Councils and beyond. Resources include (but are not limited to) the NAWMA website which provides online services and information, flyers, community posters, tours, newspaper adverts, Council magazine articles, videos, targeted email groups and presentations. Posters and presentations will occur in English and other key languages. NAWMA will continue to tap into Constituent Council social media platforms.
- 3.4.3. **Improved data capture from collection vehicles:** NAWMA intends to partner with collection contractor Suez Environmental to utilise the collection vehicle to capture important information for Constituent Councils. For example, the driver of the collection vehicle will be trialled to identify illegal dumping incidents and report them to NAWMA using an online platform. This information will be used to improve responsiveness to illegal dumping events in the trial.

Table 3.4: Summary of activities to deliver on the Communications objective

Activity number	Activity	2018-2025 Strategic Plan Linkage	Metric
3.4.1	Targeted education – resource recovery and circular economy practices	Objective 1; Strategy 2 & 10	Campaign delivered and influencing diversion and contamination results (measured through 2020 kerbside audit)
3.4.2	Expansion of public facing community information	Objective 1; Strategies 2 & 10	Promotional material delivered in face to face

			setting, in addition to public facing collateral
3.4.3	Improved data capture from collection vehicles	Strategies 2 & 9	On board fleet system implemented with working access provided to NAWMA to assist customer service, and contamination management

Table 3.5: Summary of Business Plan activities

Table 3.5: Summarised Draft 2019/2020 NAWMA Annual Business Plan

Draft 2019/2020 Annual Business Plan Identified Priority Activities	Primary Responsible Officer
Implement NAWMA's new transformational Waste Management Strategy	Chief Executive Officer
Operations Reference Committee	Collections and Processing Manager
Chief Executive Officer Quarterly Roundtables	Chief Executive Officer
Finance Enterprise System Integration (Microsoft Dynamics Navision)	Finance Manager
Service Level Agreements	Collections and Processing Manager
Participate in State Government high level Working Groups	Chief Executive Officer
Upgrade of Research Road Transfer Station	Collections and Processing Manager
Capital upgrade projects Material Recovery Facility	Resource Recovery Manager
Develop Downstream (onshore) Markets for Recovered Recyclables	Chief Executive Officer
(Opt-out)Food Organics Garden Organics (FOGO) Business Case and Planning	Chief Executive Officer
Establish a regional household paint and chemical drop off facility	Collections and Processing Manager
Ensure cell development, rehabilitation, and necessary capital and planning:	Collections and Processing Manager
Longlist/Shortlist Landfill Alternatives	Chief Executive Officer
Internalising Repair and Maintenance Functions	Resource Recovery Manager
Business Support Function	Team Leader Administration
Risk Management Software Platform (Skytrust):	WHS & Environmental Officer

Monthly WH&S Meetings	WHS & Environmental Officer
Plan with Programs	WHS & Environmental Officer
Targeted education – resource recovery and circular economy practices	Education & Projects Coordinator
Expansion of public facing community information	Education & Projects Coordinator
Improved data capture from collection vehicles	Collections and Processing Manager

The current Organisational Structure can be seen at **Appendix A**.

4. Draft 2019/2020 Budget

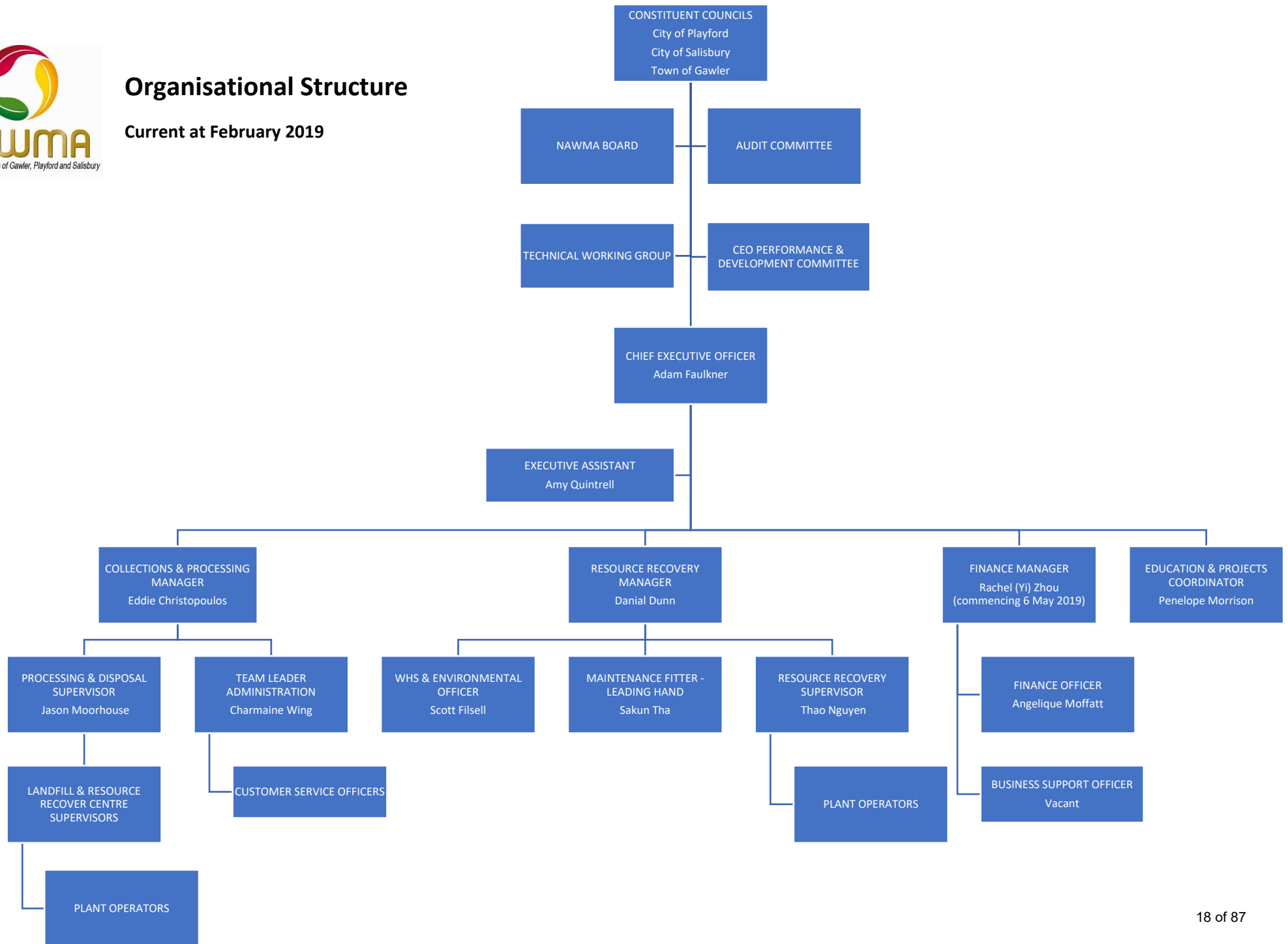
The Draft Business Plan has been constructed in tandem with the development of the Draft 2019/2020 Budget

DRAFT



Organisational Structure

Current at February 2019



Individual Business Unit Budget Performance		
DRAFT 2019 - 2020 BUDGET		
Kerbside		
Operating Income		
Kerbside Collections		
Member Waste	\$4,066,030	
Member Recycling	\$2,116,569	
Member FOGO	\$1,636,104	
Total Kerbside Collection Income		\$7,818,704
Hardwaste		
Hardwaste Salisbury	\$137,737	
Hardwaste Playford	\$169,945	
Hardwaste Gawler	-	
Total Hardwaste Income		\$307,682
MGB's	\$406,065	
Total MGB Income		\$406,065
Total Operating Income		\$8,532,451
Operating Expenditure		
Kerbside Collections		
Member Waste	\$4,066,030	
Member Recycling	\$2,116,569	
Member FOGO	\$1,636,104	
Total Kerbside Collection Income		\$7,818,704
Hardwaste		
Hardwaste Salisbury	\$137,737	
Hardwaste Playford	\$169,945	
Hardwaste Gawler	-	
Total Hardwaste Income		\$307,682
MGB's	\$406,065	
MGB's Expense		\$406,065
Production		
Employee Costs	\$76,271	
Total Production Expenditure		\$76,271
Total Operating Expenditure		\$8,608,722
Gross Operating Profit / (Loss)		(\$76,271)
Depreciation		-
Amortisation		-
Rehabilitation Provisions		-
Impairment Of Assets		-
Net Operating Profit / (Loss)		(\$76,271)

Individual Business Unit Budget Performance

DRAFT 2019 - 2020 BUDGET

Waste

Operating Income

Waste Processing and Disposal

Member Waste	\$3,016,947
Member\Non Member Recycling	\$277,020
Commercial	\$2,008,921

Total Waste Processing Income	\$5,302,887
-------------------------------	--------------------

Hardwaste Processing

Hardwaste Salisbury	\$118,414
Hardwaste Playford	\$146,104

Total Hardwaste Income	\$264,518
------------------------	------------------

State Waste Levy

Member Levy	\$5,754,546
Commercial	\$1,421,011
MRF Levy	\$821,940

Total State Waste Levy Income	\$7,997,497
-------------------------------	--------------------

Other income

Building Lease income	\$187,330
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Total Waste Income	\$187,330
--------------------	------------------

Total Operating Income

\$13,752,232

Operating Expenditure

Waste Processing and Disposal

Commercial	\$313,338
------------	-----------

Total Waste Processing and Disposal expenditure	\$313,338
---	------------------

Hardwaste

Hardwaste Salisbury	\$118,414
Hardwaste Playford	\$146,104

Total Hardwaste Expenditure	\$264,518
-----------------------------	------------------

State Waste Levy

Member Levy	\$5,754,546
Commercial	\$1,421,011
MRF Levy	\$821,940

Total State Waste Levy	\$7,997,497
------------------------	--------------------

Production

Employee Costs	\$276,540
Administration & Promotion	\$29,000
Operating Costs	\$2,848,373
Work, Health & Safety	\$18,000
Fees, Charges & Taxes	\$287,573
Finance Costs	\$95,248

Total Production Expenditure	\$3,554,734
------------------------------	--------------------

Total Operating Expenditure

\$12,130,087

Gross Operating Profit / (Loss)

\$1,622,145

Depreciation	\$271,800
Amortisation	\$529,366
Rehabilitation Provisions	\$55,010

Net Operating Profit / (Loss)

\$765,968

Individual Business Unit Budget Performance

DRAFT 2019 - 2020 BUDGET

Recycling

Operating Income

Waste Processing and Disposal

Member Waste \$72,991

Total Waste Processing Income **\$72,991**

Recyclable Materials Sales

MRF Sales \$2,825,124

Total Recyclable Materials Sales **\$2,825,124**

Fees & Charges Income

MRF Sort Fees \$300,330

Non Member State Waste Levy \$194,670

Total Fees and Charges Income **\$495,000**

Total Operating Income

\$3,393,115

Operating Expenditure

State Waste Levy \$194,670

Total State Waste Levy **\$194,670**

Production

Employee Costs \$591,392

Administration & Promotion \$42,700

Operating Costs \$2,205,279

Work, Health & Safety \$21,280

Fees, Charges & Taxes \$20,500

Finance Costs \$324,493

Total Production Expenditure **\$3,205,644**

Total Operating Expenditure

\$3,400,314

Gross Operating Profit / (Loss)

(\$7,199)

Depreciation \$913,902

Amortisation -

Rehabilitation Provisions -

Impairment Of Assets -

Net Operating Profit / (Loss)

(\$921,101)

Individual Business Unit Budget Performance

DRAFT 2019 - 2020 BUDGET

Organics

Included in Kerbside\Waste

Operating Income

FOGO Processing and Disposal

Member Waste

\$920,358

Total FOGO Processing Income

\$920,358

Total Operating Income

\$920,358

Operating Expenditure

FOGO Processing and Disposal

\$920,358

Total FOGO Processing Expenditure

\$920,358

Total Operating Expenditure

\$920,358

Gross Operating Profit / (Loss)

-

Depreciation

-

Amortisation

-

Rehabilitation Provisions

-

Impairment Of Assets

-

Net Operating Profit / (Loss)

-

Individual Business Unit Budget Performance

DRAFT 2019 - 2020 BUDGET

Transfer Station

Operating Income

Transfer Station Gate Fees		
Transfer Station Gate Fees	\$3,565,127	
Total Waste Processing Income		\$3,565,127

Hardwaste Vouchers		
Hardwaste Salisbury	\$264,439	
Hardwaste Playford	\$197,337	
Hardwaste Gawler	-	
Total Hardwaste Income		\$461,776

Total Operating Income **\$4,026,902**

Operating Expenditure

Waste Disposal	\$155,046	
Total Waste Disposal Expenditure		\$155,046

Hardwaste		
Hardwaste Salisbury	\$28,481	
Hardwaste Playford	\$42,656	
Hardwaste Gawler	-	
Total Hardwaste Expenditure		\$71,137

Production		
Employee Costs	\$447,278	
Administration & Promotion	\$24,300	
Operating Costs	\$2,936,357	
Work, Health & Safety	\$10,000	
Fees, Charges & Taxes	\$7,800	
Finance Costs	-	
Total Production Expenditure		\$3,425,735

Total Operating Expenditure **\$3,651,918**

Gross Operating Profit / (Loss) **\$374,984**

Depreciation	\$76,483	
Amortisation	-	
Rehabilitation Provisions	-	
Impairment Of Assets	-	

Net Operating Profit / (Loss) **\$298,502**

Individual Business Unit Budget Performance

DRAFT 2019 - 2020 BUDGET

Corporate

Operating Income

Hardwaste Administration Income

Hardwaste Salisbury	\$26,282
Hardwaste Playford	\$25,020
Hardwaste Gawler	-

Total Hardwaste Income	\$51,302
------------------------	-----------------

Administration Income

Member Administration Fees	\$1,708,606
Grant Income	\$1,500,000
Research Rd contribution - CoS	\$450,000
Interest on Deposits	\$22,360
Promotions Income	\$119,262
Other Income	\$48,000

Total Administration Income	\$3,848,228
-----------------------------	--------------------

Total Operating Income	\$3,899,531
-------------------------------	--------------------

Operating Expenditure

Administration Expenditure

Hardwaste Administration	-
Employee Costs	\$1,095,003
Administration & Promotions	\$739,199
Work, Health & Safety	\$5,963
Fees, Charges & Taxes	\$27,400
Governance	\$79,500
Finance Costs	-

Total Administration Expenditure	\$1,947,065
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Total Operating Expenditure	\$1,947,065
------------------------------------	--------------------

Gross Operating Profit / (Loss)	\$1,952,466
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Depreciation	\$37,021
Amortisation	-
Rehabilitation Provisions	-
Impairment Of Assets	-

Net Operating Profit / (Loss)	\$1,915,445
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NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY

(BUDGETED) UNIFORM PRESENTATION OF FINANCES FOR THE YEAR ENDED 30 JUNE 2020

2017/18 \$000 Actual		2018/19 \$000 BR2	2019/20 \$000 DRAFT
29,288	Operating Revenues	32,952	32,575
<u>(29,537)</u>	less Operating Expenses	<u>(33,113)</u>	<u>(32,542)</u>
(249)	Operating Surplus/(Deficit) before Capital Amounts	(160)	33
	less Net Outlays on Existing Assets		
-	Capital Expenditure on renewal and replacement of Existing Asset:	-	-
(1,345)	<i>less Depreciation, Amortisation, Impairment and movement in Landfill Provisions</i>	1,451	1,299
<u>0</u>	<i>less Proceeds from Sales of Replaced Assets</i>	<u>1,451</u>	<u>-</u>
(1,345)		1,451	(1,299)
	less Net Outlays on New and Upgraded Assets		
6,075	Capital Expenditure on New and Upgraded Assets	(686)	(4,386)
(4,454)	<i>less Amounts received specifically for New and Upgraded Assets</i> -	99	2,236
<u>0</u>	<i>less Proceeds from Sales of Replaced Assets</i>	<u>(785)</u>	<u>-</u>
1,621		(785)	(2,150)
(525)	Net Lending / (Borrowing) for Financial Year	506	(3,417)

NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY
(BUDGETED) STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2020

2017/18 \$000 Actual		2018/19 \$000 BR2	2019/20 \$000 DRAFT
INCOME			
29,026	User Charges	32,714	32,317
108	Investment Income	-	22
77	Reimbursements	-	48
-	Reduction in Landfill	-	-
131	Other	238	187
29,342	TOTAL OPERATING REVENUE	32,952	32,575
EXPENSES			
2,191	Employee Costs	2,583	2,484
25,524	Materials, Contracts and Other Expenses	28,682	28,339
1,449	Depreciation, Amortisation and Impairment	1,451	1,299
373	Finance Costs	397	420
0	Other Expenses	-	-
29,537	TOTAL EXPENSES	33,113	32,542
(195)	OPERATING SURPLUS / (DEFICIT)	(160)	33
(1)	Net Gain / (Loss) on Disposal of Assets	-	-
115	Amounts received specifically for new/upgraded assets	250	1,950
(81)	NET SURPLUS / (DEFICIT)	90	1,983
-	Other Comprehensive Income	-	-
45	Changes in revaluation surplus - infrastructure, property, plant and equipment	-	-
(36)	TOTAL COMPREHENSIVE INCOME	90	1,983
(36)	NET SURPLUS / (DEFICIT)	90	1,983

NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY
(BUDGETED) STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2020

2017/18 \$000 Actual		2018/19 \$000 BR2	2019/20 \$000 DRAFT
CASH FLOWS FROM OPERATING ACTIVITIES			
RECEIPTS			
28,933	Operating Receipts	32,952	32,552
108	Investment Receipts	0	22
PAYMENTS			
(28,338)	Operating Payments to Suppliers and Employees	(31,344)	(30,823)
(323)	Finance Costs	(397)	(420)
380	NET CASH RECEIVED IN OPERATING ACTIVITIES	1,211	1,332
CASH FLOWS FROM INVESTING ACTIVITIES			
RECEIPTS			
115	Amounts specifically for new or upgraded assets	250	1,950
5	Sale of Surplus Assets	-	-
PAYMENTS			
(6,075)	Expenditure on Renewal / Replacement Assets	-	-
(1,018)	Expenditure on New / Upgraded Assets	(686)	(4,386)
(6,973)	NET CASH USED IN INVESTING ACTIVITIES	(436)	(2,436)
CASH FLOWS FROM FINANCING ACTIVITIES			
RECEIPTS			
4,454	Proceeds from Borrowings	99	2,236
PAYMENTS			
(1,082)	Repayment of Borrowings	(1,002)	(1,186)
3,372	NET CASH USED IN FINANCING ACTIVITIES	(903)	1,050
(3,221)	NET INCREASE (DECREASE) IN CASH HELD	(128)	(54)
4,282	CASH AT BEGINNING OF REPORTING PERIOD	1,061	933
1,061	CASH AT END OF REPORTING PERIOD	933	879

NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY
(BUDGETED) STATEMENT OF FINANCIAL POSITION FOR THE YEAR ENDED 30 JUNE 2020

2017/18 \$000 Actual		2018/19 \$000 BR2	2019/20 \$000 DRAFT
CURRENT ASSETS			
1,061	Cash and Cash Equivalents	933	879
49	MRF Inventory	49	49
2,689	Trade and Other Receivables	2,689	2,689
3,799	TOTAL CURRENT ASSETS	3,671	3,617
NON-CURRENT ASSETS			
1,018	Financial Assets	1,018	1,018
15,567	Infrastructure, Property, Plant and Equipment	14,856	17,942
0	Other Non-Current Assets	-	-
16,585	TOTAL NON-CURRENT ASSETS	15,874	18,960
20,384	TOTAL ASSETS	19,545	22,577
CURRENT LIABILITIES			
2,271	Trade and Other Payables	2,271	2,271
1,079	Borrowings	1,068	991
263	Provisions	183	183
3,613	TOTAL CURRENT LIABILITIES	3,522	3,445
NON-CURRENT LIABILITIES			
	Trade and Other Payables		
2,605	Provisions	2,659	2,659
7,415	Borrowings	6,523	7,650
-	Other Non-Current Liabilities	-	-
10,020	TOTAL NON-CURRENT LIABILITIES	9,182	10,309
13,633	TOTAL LIABILITIES	12,704	13,754
6,751	NET ASSETS	6,841	8,823
EQUITY			
6,091	Accumulated Surplus	6,181	8,163
660	Asset Revaluation Reserve	660	660
-	Other Reserves	-	-
6,751	TOTAL EQUITY	6,841	8,823

NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY

(BUDGETED) STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2020

2017/18 \$000 Actual		2018/19 \$000 BR2	2019/20 \$000 DRAFT
ACCUMULATED SURPLUS			
6,172	Balance at beginning of period	6,091	6,181
(81)	Net Surplus / (Deficit)	90	1,983
-	- Transfers from reserves	-	-
-	- Transfers to reserves	-	-
-	- Distribution to Councils	-	-
6,091	Balance at end of period	6,181	8,163
ASSET REVALUATION RESERVE			
615	Balance at beginning of period	660	660
	Gain on Revaluation of Infrastructure, Property, Plant and		
45	Equipment	-	-
-	- Transfers from reserve	-	-
660	Balance at end of period	660	660
6,751	TOTAL EQUITY	6,841	8,823

NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY
(BUDGETED) STATEMENT OF NON OPERATING EXPENDITURE FOR THE YEAR ENDED 30 JUNE 2020

2017/18 \$000 Actual		2018/19 \$000 BR2	2019/20 \$000 DRAFT
	(81) OPERATING ACTIVITIES SURPLUS / (DEFICIT):	90	1,983
	OTHER INCOME (NON OPERATING):		
4,454	Loan Principal Drawdown	99	2,236
1,116	Depreciation	872	892
480	Amortisation	525	529
6,050	TOTAL OTHER INCOME	1,496	3,657
	OTHER EXPENDITURE (NON OPERATING):		
	<i>2017-18 Adopted Budget Capital Items</i>		
310	Woomera Ave Civil Works	-	-
59	Office Fit out	25	-
	Woomera Ave Upgrades	-	2,470
	<i>Carryover Capital Items</i>		
663	MRF Plant	-	1,266
4,200	Woomera Ave Property Acquisition	-	-
18	Bale Cross-wrap Equipment	-	-
	<i>New Capital Proposals</i>		
	MRF Solar	99	-
335	New Weighbridge - Bellchambers	-	-
107	Bellchambers Road Upgrade	-	-
13	Office Refurbishment/Furniture	5	50
99	Landfill Capping	80	-
48	MRF Sweeper	-	-
11	MRF Critical Spares	-	-
12	Education Centre	-	-
37	Administration ICT Systems	30	-
160	Norske Baler	322	-
0	Replacement Baler - Waste Processing	-	-
0	Research Road Upgrade	-	600
0	Motor Vehicle (Landfill & Maintenance Vehicles)	45	-
0	Landfill Capital Acquisitions	-	-
0	RRC & WPF Bin renewal	-	-
	<i>Loan Repayments</i>		
1,082	Loan Principal Repayments	1,002	1,186
7,157	TOTAL OTHER EXPENDITURE	1,608	5,572
	(1,107) NET SURPLUS / (DEFICIT) NON OPERATING	(111)	(1,915)
	(1,188) CONSOLIDATED BUDGET SURPLUS / (DEFICIT)	(22)	68

Financial Ratio Analysis for the Period 1 July 2019 - 30 June 2020

Result	Description	Board accepted Range	Within
Net Financial Liabilities Ratio			
3%	Provides a measure of the Authority's ability to generate sufficient revenues from its operating activities to meet its financial obligations.	< 80%	✓
Net Landfill Liabilities Ratio			
66%	Provides a guide as to the level of cash reserves held to fund landfill liabilities at a point in time.	> 100%	✗
Interest Cover Ratio			
1.3%	Ratio used to determine how easily the Authority can pay interest on outstanding debt.	< 5%	✓
Quick Ratio			
1.05	Provides an indication of the ability of the Authority to pay back its short term liabilities. A higher ratio indicates a greater ability to meet short term debt.	> 1:1	✓
Landfill Compaction Rate			
0.85	Compare the planned versus actual compaction rate achieved to ensure rate of landfill airspace consumption is measured accurately. Tolerable variance of 2.5% applied to overall compaction rate. Rate applicable as from 30 June 2018 based on last aerial survey. Historic compaction since 2005 is 0.87m ³	0.83 - 0.87 tonnes / m ³	✓
Landfill Tonnage Rate			
89,055	Measure the actual tonnages versus projected tonnages quarterly. Tolerable variance of 5% applied to determine if within projected waste volumes.	79,800 - 88,200 tonnes (July 2017 - June 2018)	-
Accrued Employee Entitlements			
13.8	Measure the average number of days entitlements held by staff on a quarterly basis. Suggested target is for no more than 20 days on average accrued at any point in time for Annual Leave.	< 20 Days	✓

BUDGET SUMMARY 19/20

	Kerbside	Waste	Recycling	Organics	Transfer Stations	Corporate	Total
Income							
Kerbside Collections	\$7,818,704	\$0	\$0	\$0	\$0	\$0	\$7,818,704
Waste Processing & Disposal	\$0	\$5,302,887	\$373,321	\$920,358	\$0	\$0	\$6,596,567
Hardwaste	\$307,682	\$264,518	\$0	\$0	\$461,776	\$51,302	\$1,085,278
State Waste Levy	\$0	\$7,997,497	\$194,670	\$0	\$0	\$0	\$8,192,167
Corporate	\$0	\$187,330	\$0	\$0	\$0	\$3,848,228	\$4,035,558
Transfer Station Sales	\$0	\$0	\$0	\$0	\$3,565,127	\$0	\$3,565,127
Recycling Sales	\$0	\$0	\$2,825,124	\$0	\$0	\$0	\$2,825,124
MGB	\$406,065	\$0	\$0	\$0	\$0	\$0	\$406,065
Total Operating Income	\$8,532,451	\$13,752,232	\$3,393,115	\$920,358	\$4,026,902	\$3,899,531	\$34,524,589
Total Operating Expenses	\$8,608,722	\$12,130,087	\$3,400,314	\$920,358	\$3,651,918	\$1,947,065	\$30,658,465
Net Operating Profit/Loss	-\$76,271	\$1,622,145	-\$7,199	\$0	\$374,984	\$1,952,466	\$3,866,125
Depreciation	\$0	\$271,800	\$913,902	\$0	\$76,483	\$37,021	\$1,299,206
Amortisation	\$0	\$529,366	\$0	\$0	\$0	\$0	\$529,366
Landfill Expense Provision	\$0	\$55,010	\$0	\$0	\$0	\$0	\$55,010
Impairment Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Profit/(Loss)	-\$76,271	\$765,968	-\$921,101	\$0	\$298,502	\$1,915,445	\$1,982,543

**Northern Adelaide Waste Management Authority
Estimate of Income and Expenditure**

1 July 2019 - 30 June 2020

~ N.B. Monthly charges are to be used as a guide only as monthly collections vary due to working days

	Salisbury		Playford		Gawler		Total	
	Year	Month	Year	Month	Year	Month	Year	Month
Admin Fees	\$930,507	\$77,542	\$603,650	\$50,304	\$174,449	\$14,537	\$1,708,606	\$142,384
Domestic Waste	\$2,321,734	\$193,478	\$1,575,127	\$131,261	\$475,234	\$39,603	\$4,372,095	\$364,341
Garden Organics	\$1,523,423	\$126,952	\$754,063	\$62,839	\$278,977	\$23,248	\$2,556,463	\$213,039
Household Hard Waste	\$546,872	\$45,573	\$538,406	\$44,867	-	-	\$1,085,278	\$90,440
Recycling	\$1,782,999	\$148,583	\$1,171,675	\$97,640	\$333,847	\$27,821	\$3,288,521	\$274,043
Waste Disposal	\$4,861,854	\$405,155	\$3,139,857	\$261,655	\$769,782	\$64,148	\$8,771,493	\$730,958
Total	\$11,967,390	\$997,282	\$7,782,777	\$648,565	\$2,032,289	\$169,357	\$21,782,455	\$1,815,205

* Cost per service per annum

Salisbury	\$187.28	Playford	\$179.06	Gawler	\$177.68
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* Cost Per Service per Week

Salisbury	\$3.60	Playford	\$3.44	Gawler	\$3.42
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* Estimated total services and growth rate:

1 July 2019			Annual Growth	30 June 2020		
Member Council				Member Council		
Salisbury =	60,378		1.00%	Salisbury =	60,982	
Playford =	39,860		1.50%	Playford =	40,458	
Gawler =	11,269		1.50%	Gawler =	11,438	
Total =	111,507			Total =	112,878	

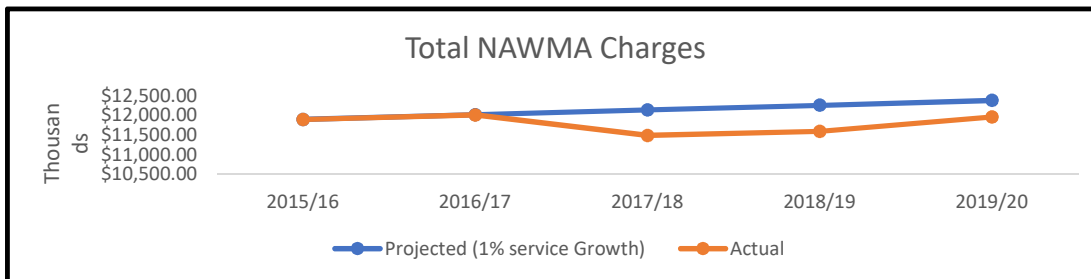
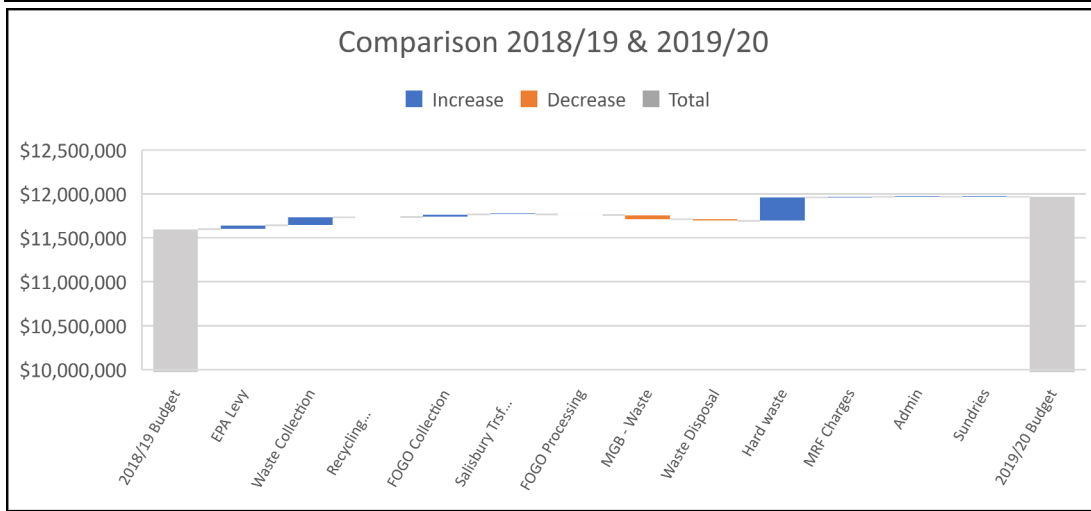
Note:

Hardwaste charges are excluded from the cost per service calculations

Breakdown of Cost Allocations to Individual Constituent Councils 2019/20

City of Salisbury

2018/19			2019/20	
Year	Month	Category	Year	Month
\$930,507	\$77,542	Admin Fees	\$930,507	\$77,542
\$2,277,046	\$183,429	Domestic Waste	\$2,321,734	\$193,478
\$1,502,217	\$125,185	Garden Organics	\$1,523,423	\$126,952
\$279,423	\$23,285	Household Hard Waste	\$546,872	\$45,573
\$1,788,896	\$149,075	Recycling	\$1,782,999	\$148,583
\$4,819,733	\$401,644	Waste Disposal	\$4,861,854	\$405,155
\$11,597,822	\$960,160	Total	\$11,967,390	\$997,282

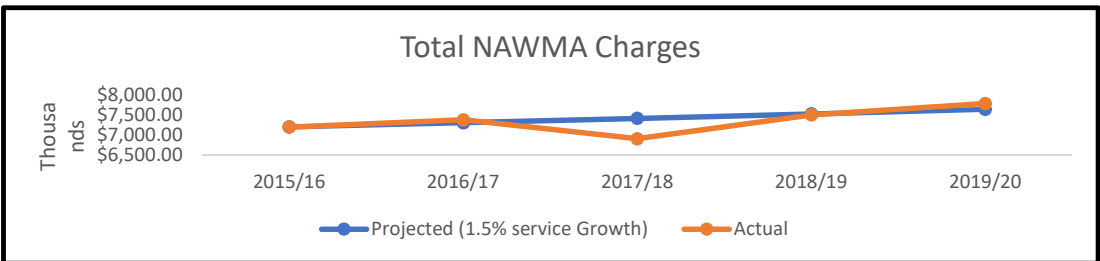
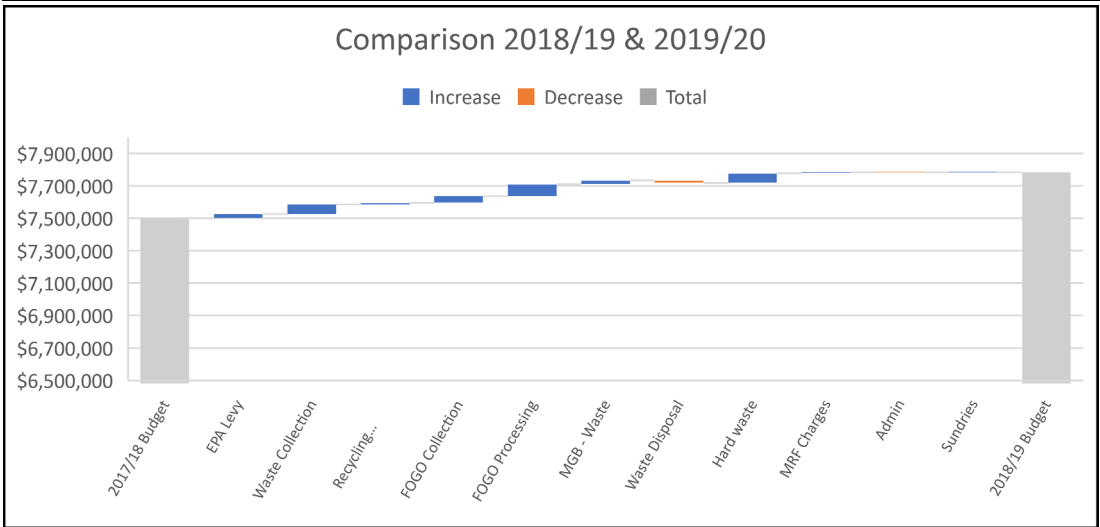


Salisbury Budget Summary		
2018 - 2019 Budget	\$11,597,822	
2019 - 2020 Budget Forecast	\$11,967,390	3.19%
Excl Hard Waste		
2018 - 2019 Budget	\$11,318,399	
2019 - 2020 Budget Forecast	\$11,420,518	0.90%
Influencing Factors 2018 - 19 budget Forecast:		
Increase to State Waste Levy (\$100 to \$103) - 3%		\$105,939
Growth in new services -		1%
High participation in Hard Waste services - Collections		\$298,873
High participation in Hard Waste services - Vouchers		\$221,717
High Kerbside material contamination -		42%

Breakdown of Cost Allocations to Individual Constituent Councils 2019/20

City of Playford

2018/19			2019/20	
Year	Month	Category	Year	Month
\$603,650	\$50,304	Admin Fees	\$603,650	\$50,304
\$1,489,573	\$124,131	Domestic Waste	\$1,575,127	\$131,261
\$639,566	\$53,297	Garden Organics	\$754,063	\$62,839
\$478,302	\$39,859	Household Hard Waste	\$538,406	\$44,867
\$1,162,423	\$96,869	Recycling	\$1,171,675	\$97,640
\$3,126,002	\$260,500	Waste Disposal	\$3,139,857	\$261,655
\$7,499,518	\$624,960	Total	\$7,782,777	\$648,565



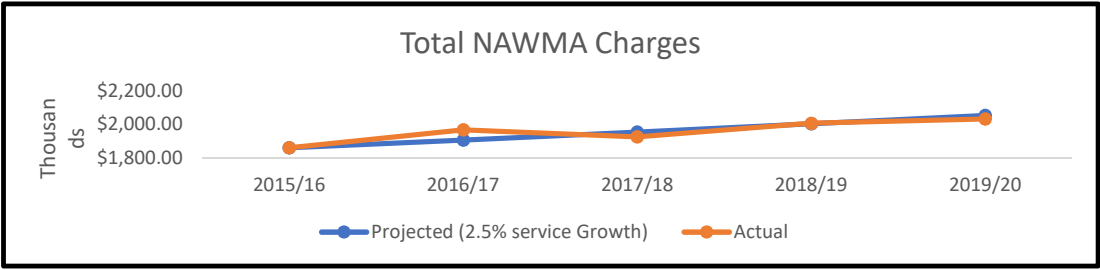
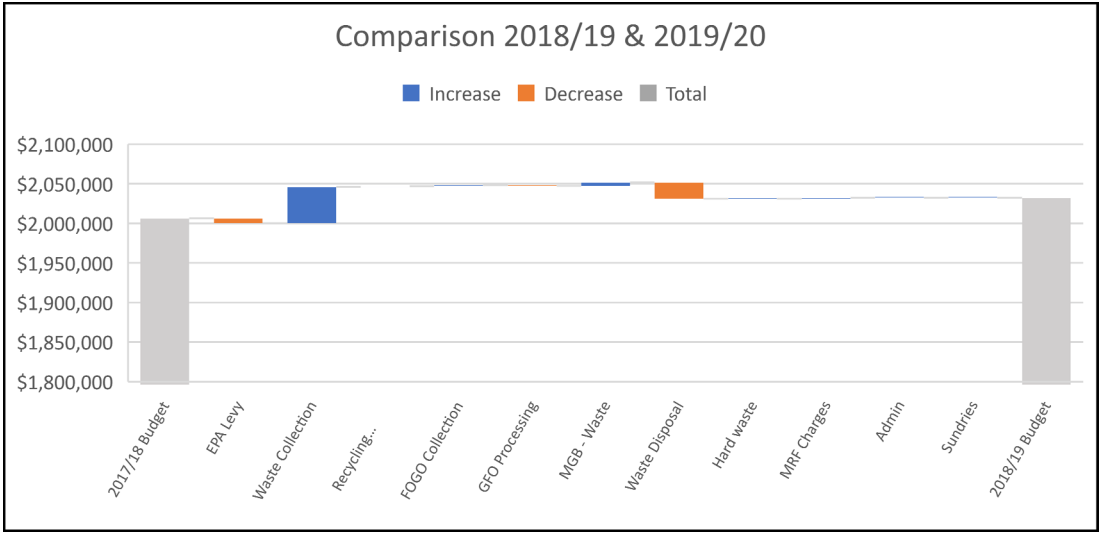
Playford Budget Summary

2018 - 2019 Budget	\$7,499,518	
2019 - 2020 Budget Forecast	\$7,782,777	3.78%
Excl Hard Waste		
2018 - 2019 Budget	\$7,021,215	
2019 - 2020 Budget Forecast	\$7,244,371	3.18%
Influencing Factors 2018 - 19 budget Forecast:		
Increase to State Waste Levy (\$100 to \$103) - 3%		\$68,455
Growth in new services -		1.5%
High participation in Hard Waste services - Collections		\$380,033
High participation in Hard Waste services - Vouchers		\$133,353
High Kerbside material contamination -		42%

Breakdown of Cost Allocations to Individual Constituent Councils 2019/20

Town of Gawler

2018/19			2019/20	
Year	Month	Category	Year	Month
\$174,449	\$14,537	Admin Fees	\$174,449	\$14,537
\$424,813	\$35,401	Domestic Waste	\$475,234	\$39,603
\$278,399	\$23,200	Garden Organics	\$278,977	\$23,248
		Household Hard Waste	\$0	\$0
\$332,034	\$27,670	Recycling	\$333,847	\$27,821
\$796,881	\$66,407	Waste Disposal	\$769,782	\$64,148
\$2,006,576	\$167,215	Total	\$2,032,289	\$169,357



Gawler Budget Summary

2018 - 2019 Budget	\$2,006,576	
2019 - 2020 Budget Forecast	\$2,032,289	1.28%

Influencing Factors 2018 - 19 budget Forecast:

Increase to State Waste Levy (\$100 to \$103) - 3%	\$17,153
Growth in new services -	1.5%
High Kerbside material contamination -	42%

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Agenda Item 7.3

Report Subject: Visa Business Card line limit increase **Report Author:** Chief Executive Officer

Meeting Date: 1 May 2019 **Information Type:** Decision report (finance, governance)

Attachments: Nil

Purpose of the Report

To seek Board approval to increase NAWMA's Visa Business Card line limit and provide the Board with a report on NAWMA's Visa Business Card line limit with our banking institution, Bank SA.

Background

The recent Visa Business Card amendments (resolved by the Board on 28 February 2019) have seen NAWMA reach the maximum of the existing line limit.

Report

At present the existing line limit for Visa Business Cards with Bank SA is \$22,000. Four (4) Visa Business Cards are held within the organisation, to the above limit. In accordance with Bank SA's terms and conditions, it is necessary to have any limit increase for an 'incorporated' company approved by the Board of Directors. NAWMA is seeking to increase the Visa Business Card line limit from \$22,000 to \$27,000.

The current Visa Business Card allocations and proposed Visa Business Card allocations are detailed in Table 1.

Table 1: Current and Proposed Visa Business Card allocations

Existing Visa Business Card allocations		Proposed Visa Business Card allocations	
Card Holder	Limit	Card Holder	Limit
Chief Executive Officer	\$10,000	Chief Executive Officer	\$10,000
Resource Recovery Manager	\$5,000	Resource Recovery Manager	\$5,000
Finance Manager	\$5,000	Finance Manager	\$5,000
Executive Assistant (Administration)	\$2,000	Executive Assistant (Administration)	\$2,000
		<i>Collections & Processing Manager</i>	\$5,000

All of NAWMA's procurement and purchasing is conducted strictly in accordance with the *Procurement Policy* and *Instrument of Financial Delegations* and internal control settings. However, the uplift in credit line limit will increase the flexibility in engaging with our supply chain and also reflects the updated structure of the Subsidiary and Senior Management Team.

RECOMMENDATION

That the Board approve the Visa Business Card Line Limit increase of \$5,000 to a maximum of \$27,000.

Agenda Item 7.4

Report Subject:	NAWMA Audit Committee Nomination	Report Author:	Chief Executive Officer
Meeting Date:	1 May 2019	Information Type:	Decision report (governance)
Attachments:	7.4.1: NAWMA Audit Committee Terms of Reference		

Purpose of the Report

To provide the Board with an opportunity to nominate a second representative to the NAWMA Audit Committee.

Background

At the Board Meeting of 28 February 2019, the Board resolved:

That the Board appoint the following Board Directors to the below-mentioned NAWMA Committees:

- *Mr Mansueto be appointed to the NAWMA Audit Committee for a period of two (2) years from the date of resolution*

Report

A vacancy remains on the NAWMA Audit Committee for a second Board representative. NAWMA Management ask that the Board determine the Director for this vacancy and that an expiry of each position be two (2) years from the date of the Board resolution. The appointment to this vacancy will enable the Audit Committee to function with a full membership. Table 1 below summarises the current Committee Memberships.

Table 1: NAWMA Committee Memberships

Committee	Board Directors	Sitting Member(s)
Audit Committee	Two (2) Board Directors	Mr Charles Mansueto <i>Vacancy</i>
CEO Performance Committee	Two (2) Board Directors	Mr Sam Green Mr Henry Inat
Balefill Management Consultative Committee	One (1) Board Director (acts as Chair)	Cr Paul Little
Board	One (1) Board Director (acts as Deputy Board Chair)	Cr Paul Koch
Technical Working Group	This is an informal NAWMA Committee	Mr Sam Green Mr Henry Inat

RECOMMENDATION

That the Board nominate _____ to the NAWMA Audit Committee for a period of two (2) years from date of resolution.

NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY (NAWMA)

Audit Committee Terms of Reference

1. Establishment

- 1.1 The Audit Committee is established under Schedule 2 Part 2 Clause 30 of the Local Government Act.

2. Membership

- 2.1 The NAWMA Board will determine the members of the Audit Committee and after the Constituent Councils have approved the independent members, appoint the members for an initial term of two years and thereafter for various terms as resolved by the Board.
- 2.2 The Audit Committee shall consist of 5 members, 2 members who are Board Members of NAWMA and 3 members who are not Board Members of NAWMA ('independent members').
- 2.3 Independent member(s) of the Audit Committee must have recent and relevant financial, risk management or internal audit experience but must not be an employee of NAWMA or its Constituent Councils and must not be the Constituent Council's Auditor or NAWMA's Auditor.
- 2.4 NAWMA shall appoint the Presiding Member who will be one of the independent members.

3. Secretariat and support

- 3.1 The Executive Officer shall ensure that the Audit Committee has access to reasonable administrative resources in order to carry out its duties.
- 3.2 The Audit Committee shall be provided with appropriate and timely training, both in the form of an induction programme for new members and on an ongoing basis for all members.
- 3.3 Remuneration will be paid to each independent member of the Audit Committee to be set by NAWMA from time to time. The remuneration paid to the independent members will be reviewed on a 12 month basis on the commencement of a new term.

Meetings

- 4.1 The Audit Committee shall meet at least 4 times each year at least once per quarter at appropriate times in the budgeting and financial reporting cycle and otherwise as required.
- 4.2 Only members of the Committee are entitled to vote in Audit Committee meetings and, unless required by legislation not to vote, each member must vote on every matter that is before the Audit Committee for decision.
- 4.3 The quorum necessary for the transaction of business shall be 3 members. A duly convened meeting of the Audit Committee at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions vested in or exercisable by it.
- 4.4 The Executive Officer, Operations Manager, Finance Officer, other representatives from Administration and Board Members may attend any meeting as observers or be responsible for preparing papers for the Audit Committee and all are bound by the confidentiality provisions.
- 4.5 NAWMA's external auditor may be invited to attend meetings of the Audit Committee.

- 4.6 Ordinary meetings of the Audit Committee will be held at times and places determined by the Audit Committee.
- 4.7 The Presiding Member or any 3 Audit Committee members may by delivering a written request to the Executive Officer require a special meeting of the Audit Committee to be held. The request will only be valid if it is accompanied by the agenda for the special meeting. On receipt of the request the Executive Officer shall send a notice of the special meeting to all Audit Committee members at least 24 hours prior to the commencement of the special meeting unless, in the opinion of the Executive Officer the matter is urgent whereupon only four hours notice need be given.
- 4.8 Meetings of the Audit Committee will not be conducted in a place open to the public.
- 4.9 All documents presented to, received at or derived from an Audit Committee meeting, including but not limited to:
- agenda and minutes of an Audit Committee meeting;
 - reports to the Audit Committee received at a meeting of the Audit Committee; and
 - recommendations presented to the Audit Committee in writing and adopted by resolution of the Audit Committee,
- will remain confidential and not available for public inspection unless the NAWMA Board otherwise resolves.
- 4.10 Notice of each ordinary meeting confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each member of the Audit Committee and observers, no later than 3 clear days before the date of the meeting.
- 4.11 The provisions of Part 2 Local Government (Procedures at Meetings) Regulations 2000 apply to the proceedings at and the conduct of all Audit Committee meetings.
- 4.12 Minutes of Audit Committee meetings shall be circulated within 5 days after a meeting to all members of the Audit Committee and are to be tabled as an agenda item at the next NAWMA Board meeting and will (as appropriate) be available to the public.

5. Review

- 5.1 The Audit Committee shall, at least once per year following the adoption of the audited financial statements by NAWMA, review its own performance, terms of reference and provide a report to NAWMA including any recommended changes it considers necessary.

6. Role of the committee

- 6.1 The Audit Committee has no authority to act independently of NAWMA. The scope of functions of the Audit Committee are set out at clauses 6.2 – 6.8 inclusive below and subject to the operation of clause 6.9 the Audit Committee will develop an annual audit plan to identify the particular functions it will prioritise for the ensuing 12 month period. The primary role of the Audit Committee is to provide suggestions and recommendations to NAWMA about actions in relation to financial governance.
- 6.2 Financial reporting
- The Audit Committee shall:
- 6.2.1 pursuant to Schedule 2 Part 2 Clause 30 (4) of the Act, review NAWMA's annual financial statements (whether before or after audit) to ensure that they provide a timely and fair view of the state of affairs of the NAWMA;
- 6.2.2 monitor the integrity of the financial statements of NAWMA, including its annual report, reviewing significant financial reporting issues and judgements which they contain;
- 6.2.3 review the adequacy of the accounting, internal auditing, reporting and other financial

management systems and practices of the NAWMA on a regular basis.

6.2.4 liaise with the external auditor.

6.3 Strategic Management Plans

The Audit Committee shall:

review and provide recommendations to NAWMA on the sustainability of NAWMA's financial performance and proposals with respect to debt levels included in the strategic management plans and, in particular, the long-term financial plan.

6.4 Internal controls and risk management systems

The Audit Committee shall:

6.4.1 review the adequacy of the accounting, internal control, reporting and other financial management systems and practices of the NAWMA on a regular basis;

6.4.2 review and assess the effectiveness of the NAWMA's internal controls and risk management systems; and

6.4.3 review and recommend the approval, where appropriate, of statements to be included in the annual report concerning internal controls and risk management.

6.5 Whistle blowing

The Audit Committee shall:

6.5.1 review the NAWMA's arrangements for its employees to raise concerns, in confidence, about possible wrongdoing in financial reporting or other matters; and

6.5.2 ensure these arrangements allow independent investigation of such matters and appropriate follow-up action.

6.6 Internal audit

The Audit Committee shall review and assess the need for NAWMA to establish an internal audit function.

6.7 External audit

The Audit Committee shall:

6.7.1 receive the external auditor's audit opinion with respect to NAWMA's audited financial statements and the external auditor's report on particular matters arising from the audit;

6.7.2 consider and make recommendations to NAWMA, in relation to the appointment, re-appointment and removal of the NAWMA's external auditor;

6.7.3 investigate the issues leading to the resignation of an external auditor and report to NAWMA with any recommendations;

6.7.4 oversee NAWMA's relationship with the external auditor including, but not limited to:

6.7.4.1 recommending the approval of the external auditor's remuneration, whether fees for audit or non-audit services, and recommending whether the level of fees is appropriate to enable an adequate audit to be conducted;

6.7.4.2 recommending the approval of the external auditor's terms of engagement,

- including any engagement letter issued at the commencement of each audit and the scope of the audit;
 - 6.7.4.3 assessing the external auditor's independence and objectivity taking into account relevant professional and regulatory requirements and the extent of NAWMA's relationship with the auditor, including the provision of any non-audit services;
 - 6.7.4.4 monitoring the external auditor's compliance with legislative requirements on the rotation of audit partners;
 - 6.7.4.5 assessing the external auditor's qualifications, expertise and resources and the effectiveness of the audit process (which shall include a report from the external auditor on the audit committee's own internal quality procedures);
 - 6.7.5 meet with the external auditor at least once per year, without management being present, to discuss the external auditor's report and any issues arising from the audit and otherwise as needed and in this regard will discuss;
 - 6.7.4.1 any major issues which arose during the external audit;
 - 6.7.4.2 any accounting and audit judgments; and
 - 6.7.4.3 levels of errors identified during the external audit;
 - 6.7.6 review and make recommendations on the annual audit plan, and in particular, its consistency with the scope of the external audit engagement;
 - 6.7.7 review any representation letter requested by the external auditor before it is signed by Administration; and
 - 6.7.8 review the management letter and Administration's response to the external auditor's findings and recommendations.
- 6.8 Economy and efficiency audits
- The Audit Committee may:
- 6.8.1 propose, and review the exercise of powers in the nature of those set out at Section 130A of the Act (relating to 'economy and efficiency audits'); and
 - 6.8.2 receive a report prepared by the external auditor or other person appointed by NAWMA under Section 130A to examine any matter relating to financial management, or the efficiency and economy with which NAWMA manages or uses its resources to achieve its objectives.
- 6.9 Additional Functions
- In addition, the Committee shall examine any other matters referred to it by the Board.
- 6.10 In the course of its functions the Audit Committee will give priority to those items set out at clause 30(4) of Schedule 2 to the Local Government Act 1999 as more particularly identified at clauses 6.2.1, 6.2.3 and 6.2.4 of these Terms of Reference.

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Agenda Item 7.6

Report Subject:	Constituent Council Service Level Agreements	Report Author:	Chief Executive Officer
Meeting Date:	1 May 2019	Information Type:	Information report (finance, governance, operational)
Attachments:	Nil		

Purpose of the Report

To provide the NAWMA Board with an update on the drafting of the 2019/2020 Service Level Agreements (SLA).

Background

The NAWMA Charter requires NAWMA and the three (3) respective Constituent Councils review the SLA each year.

Report

The Draft 2019/2020 SLA's have been reviewed by NAWMA's Chief Executive Officer and Disposal and Collections Manager and a tracked change version of each SLA have been presented to each Constituent Council (at Officer level) for their review and endorsement. A marked-up SLA will be returned to NAWMA for subsequent adoption by the NAWMA Board (estimated 3 July 2019 NAWMA Board Meeting).

RECOMMENDATION

That the Report be received and noted.

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Agenda Item 7.7

Report Subject:	2018/2019 External Audit Plan & Engagement Letter	Report Author:	Chief Executive Officer
Meeting Date:	1 May 2019	Information Type:	Information report (finance, governance)
Attachments:	7.7.1: Copy of HLB Mann Judd Engagement Letter 7.7.2: Copy of 2018/2019 HLB Mann Judd External Audit Plan		

Purpose of the Report

To provide the Board with confirmation that HLB Mann Judd will undertake the FY 2018/2019 Interim and Balance Date External Audits.

Background

In accordance with the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011, NAWMA must have an Auditor.

At the meeting of 15 March 2017, the Board resolved:

That the NAWMA Board re-appoint HLB Mann Judd as NAWMA's external auditors for a further five (5) year engagement term.

Report

In line with the above resolution, HLB Mann Judd have provided their External Audit Engagement Letter, which has been formally acknowledged by NAWMA (attached at 7.7.1).

The preliminary (interim) audit will take place on 30 and 31 May 2019 and HLB Mann Judd have committed to meeting NAWMA's timelines regarding external audit deliverables. The Balance Date Audit onsite dates will be confirmed after discussion with NAWMA's newly appointed Finance Manager upon her commencement.

Attached at 7.7.2 is HLB Mann Judd's Audit Plan.

RECOMMENDATION

That the Report be received and noted.



16 April 2019

Adam Faulkner
Executive Officer
Northern Adelaide Waste Management Authority
71-75 Woomera Avenue
Edinburgh SA 5111

Dear Adam,

Audit Engagement Letter

The purpose of this letter is to reconfirm the terms and conditions of our appointment as auditors of Northern Adelaide Waste Management Authority ("the Authority").

This letter and its appendices (collectively, **Engagement Agreement**) confirms the terms of our engagement. The Engagement Agreement is effective from the earlier of the date that you sign the acknowledgment and acceptance below or 7 calendar days from the date set out at the top of this letter if we do not hear from you to the contrary sooner.

Where used in this letter, a reference to "we", "us" or "our" is to HLB Mann Judd Audit (SA) Pty Ltd.

Please read this letter and the accompanying appendices carefully.

Jon Colquhoun will act as Engagement Director for the audit, and will be responsible for the conduct of the audit.

1. Consent to appointment

We confirm that written consent to our appointment as the Authority's auditor has been previously given.

2. Objective and Scope of the Audit of the Financial Report

You have requested that we audit the financial report of the Authority, which comprises the statement of financial position as at 30 June 2019, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ending, a summary of significant accounting policies and other explanatory information, and the Board Members' declaration.

The objectives of our audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

3. Responsibilities of Directors, Management and Others Charged with Governance

This engagement is conducted on the basis that Directors, Management and Others Charged with Governance are responsible for the matters set out in Appendix 2.

hlb.com.au

HLB Mann Judd Audit (SA) Pty. Ltd. ABN: 32 166 337 097

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Liability limited by a scheme approved under Professional Standards Legislation.

HLB Mann Judd Audit (SA) Pty. Ltd. is a member of HLB International, the global advisory and accounting network.

4. Independence

We confirm that, to the best of our knowledge and belief, we currently meet the independence requirements of Australian Professional and Ethical Standard APES 110: *Code of Ethics for Professional Accountants* (“the Code”) in relation to the audit of the financial report.

5. Communication of Audit Matters

We will communicate audit matters of governance interest arising from our audit with:

- (i) the Board;
- (ii) the Audit Committee; and/or
- (iii) management

as we consider appropriate in relation to the matter to be communicated.

Ordinarily, we will initially discuss audit matters of governance interest with management.

Some of these matters will be communicated orally and some in writing. All matters will be communicated on a timely basis. An audit of a financial report is not designed to identify all matters that may be relevant to those charged with governance. Accordingly, our audit does not ordinarily identify all such matters.

Our communication of matters of governance interest will include only those audit matters of governance interest that come to our attention as a result of the performance of our audit.

6. Form and Content of Audit Report

Our audit report will be in the form required by Australian Auditing Standards.

The form and content of our audit report may need to be amended in the light of our audit findings.

7. Agreement

The Engagement Agreement will be effective for future years unless it is terminated, amended or superseded in accordance with the standard terms and conditions attached at Appendix 3.

The terms of this agreement will also apply to all work carried out by us on your instructions prior to the date you sign this agreement.

Please sign a copy of this letter where indicated below and return that signed copy to us. By signing this letter, or continuing to instruct us, you make the acknowledgments set out below.

If you have any questions about any of the matters addressed in this letter or the appendices, or this appointment more generally, please contact me.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Jon Colquhoun'.

Jon Colquhoun
Director

Acknowledgement and Acceptance

I confirm that I have the requisite authority to bind the Authority to the Engagement Agreement.

On behalf of Northern Adelaide Waste Management Authority (ABN 33 781 472 643), I acknowledge and agree that the Authority:

- has engaged HLB Mann Judd as auditors to complete the work described in this letter on the terms of the Engagement Agreement;
- has received a copy of Appendix 1 (Fees), Appendix 2 (Relative Responsibilities and Terms applicable to Audit & Assurance Engagements) and Appendix 3 (Standard Terms and Conditions), along with the covering letter;
- has read and agrees to be bound by the Engagement Agreement.

.....
Signature of authorised representative

Adam Faulkner - CEO
.....
[Name and Title]

.....
Date

23 April 2019

Our fee estimate quote for the audit is as follows:

Service	Professional Fee \$
Audit of the general-purpose financial statements	12,500
Total Professional Fees	12,500

These fees are exclusive of GST, and have been offered to Northern Adelaide Waste Management Authority on the following conditions:

- Matters requiring audit attention are not significantly different from those encountered last year (or when the fee was set);
- Work that is to be completed by your staff is completed and made available to us in accordance with an agreed timetable;
- No errors requiring significant additional work will be encountered;
- No major rework or revision is required to the draft financial report;
- Accounting records and other financial information that we wish to examine are properly kept and in a form that makes them readily accessible to our staff; and
- We will not have to stop work and/or make follow up visits because of delays caused by your staff or the unavailability of information required for the audit.

If the conditions outlined above have not been met we will inform you and advise if additional audit hours are required. If we are required to provide additional audit hours, or you request us to provide accounting assistance to enable you to meet your reporting obligations on time, additional charges will apply.

Unless an additional fixed fee is agreed, additional charges will be calculated on the basis of hours charged at our standard rates ruling at the relevant time for the applicable personnel. Those standard rates at the present level are as follows:

Staff Member	GST exclusive rate* \$	GST (10%) \$	GST inclusive rate \$
Director	425	42.5	467.5
Manager	330	33	363
Supervisor	230	23	253
Auditor	110-190	11 – 19	121 – 209

** The above rates are reviewed annually*

We will endeavour not to commence work that attracts additional charges before notifying you that additional charges will apply, however in some circumstances we may be required to use our discretion and provide additional audit hours or provide accounting assistance to enable the Authority to meet its objectives. You agree that in such cases our reasonable additional fees will be payable.

Our fees will be billed as the work progresses.

Disbursements

In addition to our fees, we may incur expenses (disbursements) on your behalf during the engagement. General disbursements may include charges and expenses for travel, accommodation, and document production and handling, including photocopying, fax charges and couriers. By



engaging us you consent to us incurring these disbursements on your behalf and you agree to reimburse us for them (GST will be charged as appropriate).

We will seek your approval before incurring any unusual or extraordinary expenses on your behalf.

Appendix 2: Relative Responsibilities and Terms applicable to Audit & Assurance Engagements

1. Audit of Financial Report

1.1 Our Responsibilities

We will conduct our audit in accordance with Australian Auditing Standards. Those Standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial report is free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report. We take into account both qualitative and quantitative factors when assessing materiality.

We are also required to form an opinion, and report on, whether or not the general purpose financial report presents fairly, in all material aspects, the financial position of the entity and its financial performance in accordance with Australian Accounting Standards.

1.2 Nature & Limitations of audit

As part of an audit in accordance with Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. However, we will communicate to you in writing concerning any significant deficiencies in internal control relevant to the audit of the financial report that we have identified during the audit.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

Because of the inherent limitations of an audit, together with the inherent limitations of internal control, there is an unavoidable risk that some material misstatements may not be detected, even though the audit is properly planned and performed in accordance with Australian Auditing Standards.

1.3 Your Responsibilities

Our audit will be conducted on the basis that Directors, management and, where appropriate, others charged with governance acknowledge and understand that they have responsibility:

- for the preparation of a financial report that presents fairly in accordance with Australian Accounting Standards. If compliance with these Standards will not present fairly, the Directors must add such information and explanations that will present fairly;
- to maintain accounting records which correctly record and explain the entity's transactions and financial position;
- for ensuring compliance with GST and other taxation legislation to the extent required by that legislation;
- for such internal control as Directors, management and others charged with governance determine is necessary to enable the preparation of a financial report that is free from material misstatement, whether due to fraud or error; and
- to provide us with:
 - access to all information of which Directors, management and others charged with governance are aware that is relevant to the preparation of the financial report, such as records, documentation and other matters;
 - additional information that we may request from Directors, management and others charged with governance for the purpose of the audit;
 - unrestricted access to persons within the entity from whom we determine it necessary to obtain audit evidence; and
 - reasonable working space and clerical assistance.

2. Independence

In conducting our audit of the financial report, should we become aware that we have contravened the independence requirements of the Code we will notify you on a timely basis.

The Code includes specific restrictions on the employment relationships that can exist between the audited entity and its auditors. To assist us in meeting the independence requirements of the Code, and to the extent permitted by law and regulation, we request that you discuss with us:

- the provision of services offered to you by HLB Mann Judd prior to engaging or accepting the service; and
- the prospective employment opportunities of any current or former Director or professional employee of HLB Mann Judd prior to the commencement of formal employment discussions with the current or former Director or professional employee.

If you request us to provide other services we will be pleased to provide those additional services provided that our independence is not compromised. In relation to non-audit services you request that we perform it will be the responsibility of your Directors and management to ensure that they:

- make all management decisions and perform all management functions;
- designate a competent employee to oversee the services;
- evaluate the adequacy and results of the services performed; and
- accept responsibility for the results of the services.

3. Events Subsequent to Issue of Auditor's Report

Once we have issued our auditor's report we have no further direct responsibility in relation to the financial report for that financial period. However, by signing this letter you confirm that you will

inform us of any material event occurring between the date of our auditor's report and the date that the financial report is issued which, had it been known to us at the date of the auditor's report, may have caused us to amend the auditor's report.

4. Detection of Fraud, Error and Non-Compliance with Laws and Regulations

The Directors are responsible for safeguarding the Authority's assets and for the prevention and detection of fraud, error and non-compliance with regulatory requirements.

Directors also have responsibility to advise us of, or ensure that we are advised of, any known or suspected fraud within the Authority.

Our audit procedures are designed to provide reasonable assurance that there are no undetected errors or irregularities, including fraud and other illegal acts, material to the financial report. As audit testing is based on samples it may not result in errors and irregularities being detected.

Our audit can only provide reasonable, not absolute, assurance that the financial report is free from material misstatement. See also Appendix 3, section 11.

5. Management Representations

As part of our audit process, we will request from management and/or those charged with governance written confirmation concerning representations made to us in connection with our audit.

6. Presentation of Audited Financial Report on the Internet

It is our understanding that the Authority may publish a hard copy of the audited financial report and auditor's report, and also to electronically present the audited financial report and auditor's report on its internet website.

Responsibility for the electronic presentation of financial reports on the Authority's website is that of the Directors of the Authority. The security and controls over information on the website should be addressed by the Authority to maintain the integrity of the data presented.

The examination of controls over the electronic presentation of audited financial reports on the Authority's website is beyond the scope of the audit of the financial report.

7. Other Documents Accompanying the Audited Financial Report

Auditing Standard ASA 720: *The Auditor's Responsibilities Relating to Other Information in Documents Containing an Audited Financial Report* requires that we read any annual report and any other documents that contain an audited financial report such as those used in security offerings. The purpose of this procedure is to consider whether other information in the document, including the manner of its presentation, is materially consistent with information appearing in the audited financial report. We assume no obligation to perform procedures to corroborate such other information as part of our audit.

We therefore request that any documents containing the audited financial report (including any professionally printed version of these reports that are produced after our audit report) are provided to us prior to their release for us to undertake the required procedures.

We also request that where any document containing the audited financial report indicates that the financial report has been audited, our auditor's report will also be included in the document.

8. Reporting

At the conclusion of our work we may issue a report in relation to matters we consider appropriate to bring to the attention of Directors, management or others charged with governance. If any such report deals with internal controls, it may not contain all matters that a full review of internal controls may identify, as our audit work is primarily conducted to allow us to express an opinion on the financial report.

This report may not be provided to a third party without our written consent. We may, at our discretion, grant or withhold our consent

or grant it subject to conditions, including an acknowledgement by a recipient that the report is not prepared with the interests of anyone other than you in mind and that we accept no duty or responsibility to any other party.

Any report we issue will be addressed to the Board or Audit Committee after it has been discussed with management.

Appendix 3: Standard Terms and Conditions

1. Introduction

- 1.1. These Standard Terms and Conditions and the accompanying letter ("Engagement Letter"), Appendix 1 ("Fees") and Appendix 2 ("Relative Responsibilities and Terms applicable to Audit & Assurance Engagements") (together "Engagement Agreement") must be read together as they form our agreement with you. They will apply to all work we undertake for you with respect to the engagement described in the Engagement Letter.
- 1.2. All references to "Client" or "you" are references to the client identified in the Engagement Letter.
- 1.3. All references to "us" or "we" are to the HLB Mann Judd firm or entity identified in the Engagement Letter.
- 1.4. We are a member firm of HLB Mann Judd Australasian Association ("HLB Australasia"), a network of independent accounting firms whose members practise as "HLB Mann Judd" in designated territories throughout Australia and New Zealand. Through HLB Australasia, we are members of HLB International, a worldwide network of independent accounting firms. Each member of, respectively, HLB Australasia and HLB International is a separate legal entity and as such has no liability for the acts and omissions (including negligent act and omissions) of any other member. HLB Australasia co-ordinates the Australasian activities of the HLB Australasian network and HLB International co-ordinates the international activities of the HLB International network, but HLB Australasia and HLB International do not provide, supervise or manage professional services to clients. We are not in partnership with the other members of HLB Australasia or HLB International and we do not hold ourselves out as being a member of a national or international partnership. Neither HLB Australasia nor HLB International has any liability for the acts and omissions (including negligent act and omissions) of any of their members.

2. Our Services

- 2.1. The services we have agreed to provide to you, which comprise the scope of our work for this engagement, are set out in our Engagement Letter.
- 2.2. We will exercise reasonable skill and care to provide the services in line with the appropriate professional standards.
- 2.3. From time to time you may request additional services from us. Where we agree to provide these services to you they will be governed by the Engagement Agreement amended as agreed in relation to the scope of work unless a separate engagement agreement is entered into.
- 2.4. Unless specifically stated otherwise in the Engagement Letter, any advice or opinion relating to the services is provided solely for your benefit. Except as required by law, you may not disclose all or any part of our advice or opinion in any way, including by publication or electronic media, to any person without our prior written consent.
- 2.5. We disclaim all responsibility for the consequences of anyone, apart from you, relying on our advice and/or opinion without our prior written consent.

3. Advice

- 3.1. During the supply of our services, we may provide oral, draft or interim advice, reports or presentations to you. In these circumstances our written advice or final written report shall take precedence. No reliance should be placed by you on any draft or interim advice, reports or presentations. Where you wish to rely on oral advice or an oral presentation, you must inform us and we may (but are not obliged to) provide you with documentary confirmation of the advice.
- 3.2. We are not obliged, regardless of the circumstance, to update any advice or report, oral or written, for events

occurring after the advice or report has been issued in final form.

- 3.3. Any advice or opinion that we give you will be based on the law effective at the date of the advice or opinion. We do not accept any responsibility for any changes in the law, and/or in its interpretation, which occur after the date of our advice. This applies to any changes in the law or its interpretation which take effect retrospectively.
- 3.4. No actions taken by us and/or statements made in the course of our engagement may be taken as a promise or guarantee to you about the outcome of any matter.
- 3.5. Unless otherwise agreed with you, or specifically stated in the Engagement Agreement, the advice we give cannot be relied upon to disclose irregularities, including fraud and other illegal acts and errors that may occur.
- 3.6. No advice we provide to you can, is intended to, nor will it, constitute legal advice and it should not be relied upon by you as such.

4. Your responsibilities

- 4.1. You agree to pay for the services we provide in accordance with the payment terms set out in the Engagement Agreement.
- 4.2. In order to provide our services to you, we require your co-operation. You agree that you will:
 - Provide, in a timely way, all information and materials that we reasonably require to enable us to prove the services set out in the Engagement Letter;
 - Arrange access to members of your staff, third parties, records, technology and systems, and premises;
 - Respond to us promptly to facilitate the performance of the services.
- 4.3. Your primary representative from HLB Mann Judd is the Engagement Director specified in the Engagement Letter.
- 4.4. We will rely on the information and material that you provide. You are responsible for the completeness and accuracy of the information and materials you supply to us.
- 4.5. If you become aware that any of the information or material provided to us has changed, is incomplete, incorrect or misleading in any respect, or may in any other way impact upon the services we provide to you, you must inform us immediately. You must also take all necessary steps to correct any announcement, communication or document issued which contains, refers to, or is based upon such information.
- 4.6. We disclaim all responsibility for your failure to inform us of any changes to any information and/or material which impacts upon the services we have agreed to provide to you.
- 4.7. If you provide any advice or opinion we give to you to a third party without our consent, you agree to indemnify us against any and all claims made against us by that third party or any other party and for the costs of defending any such claims.

5. Non-conformance

- 5.1. If you believe that the advice or opinion we have provided to you does not conform to the scope of work set out in the Engagement Agreement, you must inform us immediately. You must give us a reasonable opportunity to rectify any such advice or opinion.
- 5.2. If you fail to do so, we disclaim all responsibility for our advice/opinion failing to conform with the scope of works set out in the Engagement Agreement.

6. Our liability

- 6.1. Our liability is limited by a scheme approved under the Professional Standards Legislation (other than for the acts or omissions of Australian Financial Services Licenses). Further

information on the scheme is available from the Professional Standards Councils website:

www.professionalstandardscouncil.gov.au

- 6.2. In no event will we be liable for any indirect, special or consequential loss or damage including loss of revenue, loss of profits, loss of opportunity, damage to goodwill or reputation.

7. Fees & Disbursements

- 7.1. The basis on which we charge fees for this engagement is set out in Appendix 1.
- 7.2. If the basis on which our fees will be charged is our standard hourly rates, our fees will be charged on the basis of the hourly rates from time to time of each person working on your engagement. Time spent is recorded in six minute units with time rounded up to the nearest unit of six minutes. As at the date of the Engagement Letter, our standard hourly rates are as set out in Appendix 1.
- 7.3. If the basis on which we will charge for fees is or includes fixed fees for a fixed scope of work described in the Engagement Agreement, we will charge you the fixed fees for the fixed scope of work. However, if the work we are required to complete exceeds, or is not included in, the fixed scope of work described in the Engagement Agreement, we will charge you at our standard hourly rates from time to time unless a further fixed fee arrangement is reached.
- 7.4. If we receive money into our trust account on your behalf (in respect of any engagement), you authorise us to withdraw that money, as well as any other trust money we hold for you on account of our fees, for the purposes of paying our fees as they arise (in respect of any engagement). You may revoke your authority by giving us seven days' notice in writing. However, in this case, we may still withdraw money held on your behalf for our fees that were accrued up to the expiry of the notice period. If we receive money to be paid to a third party, we will forward that money to the third party unless you instruct us to do otherwise.
- 7.5. We may review and increase the rates we are charging to you on an annual basis.
- 7.6. Unless we agree otherwise in writing, all accounts are payable 14 days after they have been sent.
- 7.7. Each account will be a tax invoice for GST purposes where an amount of for GST forms part of our fees and we will briefly describe the work that we have undertaken on your behalf.
- 7.8. If you do not pay our invoice in full, we may:
- Elect not to continue to provide our services to you;
 - Suspend work until further payment is made;
 - Exercise our common law right to retain your documents until our account is paid;
 - Charge interest on any unpaid amount. The rate of interest will be at the prevailing corporate overdraft reference rate published by the Commonwealth Bank of Australia; and / or
 - Immediately initiate legal proceedings without notice.
- 7.9. Our fees include GST at the prevailing rate unless our services are GST-free. If the prevailing rate of GST changes, we will adjust our costs to reflect the change. In addition to our fees, we may incur expenses (disbursements) on your behalf during the engagement.
- 7.10. General disbursements may include charges and expenses for travel, accommodation, and document production and handling, including photocopying, fax charges and courier. Please refer to the Appendix 1 for details of any other specific disbursements that we may incur. By engaging us you consent to us incurring these disbursements on your behalf and you agree to reimburse us for them. (Where

applicable, GST will be charged on these disbursements at the prevailing rate.)

- 7.11. Unless specified otherwise in the Engagement Agreement, the cost of any person required to be appointed by you or us to provide specialist advice in connection with our engagement, is not included as part of our fee estimate.

8. Documents

- 8.1. Any documents that we produce during our work belong to us.
- 8.2. Unless otherwise agreed in the Engagement Agreement, all original documents you have provided to us in the course of this engagement will belong to you.
- 8.3. On completion of our work, or termination of this engagement, we will return to you any papers to which you are entitled.
- 8.4. You agree that we can keep files relating to the engagement in electronic form. If you do not direct us otherwise in writing, we may destroy your files, without further notice to you, after 7 years from the date of completion of the engagement, or if a different (shorter or longer) retention period is required by law, following the expiration of that period. You authorise us to destroy our file including all electronic records (excluding any documents kept in safe custody) after the expiration of the relevant period referred to in the previous sentence.
- 8.5. If you believe that any document held by us in our files is, or is reasonably likely to be, required in evidence in a legal proceeding, you will inform us of this fact urgently and request in writing that we do not destroy such document until it is no longer required, unless you may be committing an offence under the applicable crimes legislation.
- 8.6. We may charge for special storage requirements and/or retrieving documents from storage if you request them.
- 8.7. We accept no liability for any losses you suffer if our file, including any documents or other material you leave with us, is damaged or destroyed for any reason.

9. Communication

- 9.1. We may correspond with you by post, by fax or electronically. We are not responsible for any delay, non-delivery or interruption of any of these methods of communication.
- 9.2. You authorise us to communicate with you and provide you with documents electronically. You acknowledge that electronic transmissions can be insecure and can be corrupted, intercepted and may contain viruses. To the extent permitted by law, we will not be responsible for any liability caused in connection with electronic transmissions. You will take all reasonable steps to ensure that you have suitable systems in place to prevent corruption of data, or transmission of viruses in your electronic documents or other communication to us. You acknowledge and accept the risks that email communications may not always be secure, irrespective of the security we have in place.
- 9.3. Please contact us immediately if you have any doubts about the authenticity of any documents or communications purportedly sent by us.
- 9.4. We authorise you to communicate with us and provide us with documents electronically.

10. Confidentiality

- 10.1. In conducting this engagement, information acquired by us in the course of this engagement is subject to strict confidentiality requirements.
- 10.2. We will protect the confidential information in a reasonable and appropriate manner and in accordance with applicable professional standards.
- 10.3. We will only use or reproduce confidential information to perform our obligations under this engagement.

- 10.4. We may, on a confidential basis, disclose confidential information to our own professional advisors and insurers.
- 10.5. We may disclose confidential information if this is required by law, or is required in order for us to comply with our professional duties and obligations, or as required by professional or regulatory bodies.
- 11. Non compliance with Laws and Regulation**
- 11.1. Non-compliance with laws and regulations ("non-compliance") comprises acts of omission or commission, intentional or unintentional, committed by a client, or by Those Charged with Governance, by management or by other individuals working for or under the direction of a client which are contrary to the prevailing laws or regulations.
- 11.2. As members of the accountancy profession we are required to act in the public interest and should we encounter or be made aware of non-compliance or suspected non-compliance with laws and regulations in the course of providing our service we are required to respond in accordance with the Code.
- 11.3. Our response will be determined by the specific circumstances of the non-compliance and the type of service we are providing but may include obtaining an understanding of the matter, discussing with the appropriate level of management or governance of the client how the matter will be addressed. We may be obliged to disclose the matter to your external auditor, group auditor or appropriate authority. We may be obliged to withdraw from the engagement.
- 11.4. If we are performing an audit, we will consider the impact of instances non-compliance or suspected non-compliance on our audit approach.
- 12. Quality Control**
- 12.1. As a member of HLB Australasia, HLB International and Chartered Accountants Australia and New Zealand we are required to undertake quality review processes. Other regulatory bodies, including ASIC, may also conduct surveillance or review to monitor quality control. As part of these processes client files are subject to review.
- 12.2. As a result of these quality reviews your client file may be chosen for inspection. By accepting our terms of engagement you authorise your files to be reviewed in this way.
- 13. Copyright and Intellectual property**
- 13.1. Unless otherwise specified in the Engagement Letter, we retain all copyright and intellectual property rights in all material developed, designed or created by us in the course of carrying out the engagement including know how, systems, software, reports, written advice, drafts and working papers.
- 13.2. You warrant that any documents or material given to us in relation to this engagement will not infringe the intellectual property rights of any other person and you indemnify us against any breach of that warranty.
- 13.3. You must not use the HLB Mann Judd name or logo on any website or in any public statement unless you have our prior permission.
- 14. Privacy**
- 14.1. We understand the importance of protecting the privacy of personal information. In handling personal information, we will comply with the Privacy Act 1988 (Cth) ("Privacy Act"), as amended from time to time.
- 14.2. We collect, use, disclose and store personal information in accordance with our privacy statement, a copy of which is available on request or may be viewed on our website www.hlb.com.au
- 14.3. Generally, we collect and use personal information for the purposes of providing professional services to you. We may also use your personal information for the purpose of providing marketing and training information to you. Please let us know if you do not want to receive this information.
- 14.4. To provide services to you, we may disclose your information to third parties engaged to perform administrative or other services. Any such disclosure is always on a confidential basis. We may also disclose your information if required or authorised by law.
- 14.5. Before you disclose personal information to us, whether that information relates to you or someone else, you should make sure that you are entitled to disclose that information.
- 14.6. If you become aware of any breach or alleged breach of privacy laws concerning the information that you disclose to us, you must notify us immediately.
- 15. Anti-Money Laundering and Counter Terrorism Financing**
- 15.1. From time to time we may request information from you in order to meet our obligations under the *Anti-Money Laundering and Counter-Terrorism Financing Act 2006* (Cth) ("AML/CTF Act").
- 15.2. Where we provide a designated service (as defined under the AML/CTF Act), we are a reporting entity under the legislation and as such must meet stringent identification and verification requirements.
- 15.3. This means that, before providing you with a service we must make sure you are who you say you are by collecting information to identify you or any agent acting on your behalf, and taking steps to verify this information.
- 15.4. We will maintain all information collected in a secure manner in accordance with the relevant privacy principals and the AML/CTF Act. We will only disclose information about you where we reasonably consider that we are required to do so under Australian law.
- 15.5. This means that your identification information may be disclosed to government agencies or law enforcement agencies. We may also disclose this information to other HLB Mann Judd entities involved in providing services to you to the extent that this information is required to fulfil that entity's AML/CTF obligations.
- 15.6. You agree to provide such information upon request. If you do not provide this information we may not be able to provide services to you.
- 16. Independence and Conflicts of interest**
- 16.1. The performance of our services is governed by Professional and Ethical Standards and other specific legislative requirements regarding independence.
- 16.2. As at the date of the Engagement Letter, we do not believe that there is any conflict of interest in us providing the services set out in the Engagement Agreement to you. However, it is possible that in the future a conflict (actual, potential or perceived) may arise. If it does, we will notify you immediately and discuss the issue with you.
- 16.3. Our aim is to make sure that any further services we provide to you will be objective and free from any independence or conflict of interest issues. In some cases this may result in us having to cease providing any further services to you.
- 17. Problem resolution**
- 17.1. If you are unhappy with the services we have provided to you, or would like to discuss how they could be improved, you are welcome to contact the Director specified in the Engagement Letter.
- 17.2. We will investigate all complaints carefully and promptly and attempt to resolve any difficulties.
- 18. Our staff**
- 18.1. When our staff are assigned to work for you, you agree that, during the period of the engagement and for a period of 12

months following the completion or termination of the engagement, you will not without our consent employ or engage, or procure a third party to employ or engage, any employee of ours who has taken part in the provision of services to you. We reserve the right to charge to you a fee equivalent to the recruitment, training and additional expenses required to replace our employee (plus GST). We agree to not engage or employ any employee of yours without your consent for a period of 12 months following the completion or termination of the engagement.

18.2. The safety and wellbeing of our people is of paramount importance to us. We reserve the right to inspect your premises where our staff are, or are proposed, to work from. Irrespective of any inspection by us, you acknowledge that you have legal responsibility to provide a safe place of work at all times including for our staff who work from your premises.

19. Termination

19.1. Unless we are providing you with a statutory audit, the engagement may be terminated by you or us by giving 7 days' written notice subject to applicable legislation and professional standards.

19.2. Unless we are providing you with a statutory audit service we may terminate this engagement by giving you 7 days' notice in writing, unless a shorter period is required for matters of urgency, if:

- You do not pay our account
- You do not meet a requirement for money on account of costs or disbursements
- We have requested instructions, information or materials from you but you have failed to provide them in a timely manner
- You give us instructions that are false and misleading
- We believe that we may have a conflict of interest
- Any other reasonable grounds

19.3. Either party may terminate this engagement if an insolvency event occurs in relation to the other party. Where used in this clause, 'insolvency event' means, in relation to a body corporate, a liquidation or winding up, the appointment of a controller, administrator, receiver, manager or similar insolvency administrator to a party or any substantial part of its assets or the entering into a scheme or arrangement with creditors, or in relation to an individual, becoming bankrupt or entering into a scheme or arrangement with creditors or, in relation to a body corporate or an individual, the occurrence of any event that has a substantially similar effect to any of the above events.

19.4. All sums due to us for time spent prior to termination shall become payable in full when termination takes effect regardless of whether the engagement is complete, or as otherwise agreed in the Engagement Agreement.

19.5. Termination under this clause shall be without prejudice to any rights that may have accrued before termination.

20. Amendment

The Engagement Letter may only be amended or varied by a document in writing signed by each party.

21. Entire agreement

These Standard Terms and Conditions, together with the Engagement Letter, Appendix 1 and Appendix 2, contain the entire agreement between the parties about their subject matter and supersede all previous communications, representations or agreements between the parties on the subject matter.

22. Inconsistency

If there is any inconsistency between the documents forming part of or contemplated by the entire agreement between the parties as set out in clause 22, then the following order of priority applies to determine which provisions prevail to the extent of the inconsistency:

- (a) the Engagement Letter;
- (b) Appendix 1;
- (c) Appendix 2;
- (d) these Standard Terms and Conditions.

For the avoidance of doubt, an inconsistency between a clause of these Standard Terms and Conditions and any part of the other documents in the list ("Other Documents") above will only be considered to exist if the subject matter of the particular clause is dealt with in both this Standard Terms and Conditions and any part of the Other Documents. If the Other Documents are silent on any particular subject matter, then that silence will not be taken to constitute an inconsistency between these Standard Terms and Conditions and the Other Documents.

23. Waiver

No failure to exercise or delay in exercising any right given by or under this Engagement Agreement to a party constitutes a waiver and the party may still exercise that right in the future. No single or partial exercise of any right precludes any other or further exercise of that or any other right.

Any waiver of any provision of this Engagement Agreement or a right created under it must be in writing signed by the party giving the waiver and is only effective to the extent set out in that written waiver.

24. Governing law and jurisdiction

This Engagement Agreement is governed by the laws in force in South Australia, Australia.

The parties submit to the exclusive jurisdiction of any courts of competent jurisdiction in South Australia, Australia and any courts that may hear appeals from those courts about any proceedings in connection with this Engagement Agreement.

AUDIT STRATEGY

NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY – YEAR ENDING 30 JUNE 2019



ISSUED: 16 APRIL 2019

Table of Contents

1. Auditor’s responsibilities.....	1
2. Scope of our audit.....	1
3. Timing of our audit and fees.....	3
4. Independence and ethics	3
5. Significant Accounting Policies.....	3
6. Materiality	3
7. Fraud	4
8. Audit Adjustments	4
9. Additional audit work.....	4

Audit of the Financial Report of Northern Adelaide Waste Management Authority for the year ending 30 June 2019

We are currently in the process of planning our audit of the general-purpose financial report of Northern Adelaide Waste Management Authority for the year ending 30 June 2019.

Australian Auditing Standards issued by the Auditing and Assurance Standards Board require us to communicate with “those charged with governance” of Northern Adelaide Waste Management Authority in relation to some aspects of our audit.

Auditing Standard ASA 260 defines “Those charged with governance” as “...the person(s) or organisation(s) ... with responsibility for overseeing the strategic direction of the entity and obligations related to the accountability of the entity. This includes overseeing the financial reporting process”.

Those charged with governance may involve management personnel.

ASA 260 defines “management” as those with “executive responsibility for the conduct of the entity’s operations”.

We advise that we will communicate matters of governance interest arising from our audit with:

- (i) the Board;
- (ii) the Audit Committee; and/or
- (iii) management

as we consider appropriate in relation to each matter to be communicated.

Ordinarily, we will initially discuss audit matters of governance interest with management.

In particular, any management letter we issue will be addressed to the Board or Audit Committee after it has been discussed with management.

Some of these matters will be communicated orally and some in writing. All matters will be communicated on a timely basis.

1. Auditor’s responsibilities

We are responsible for forming and expressing an opinion on the financial report that will be prepared by management with the oversight of those charged with governance. Our audit of the financial report does not relieve management or those charged with governance of their responsibilities.

2. Scope of our audit

The purpose of providing you with details of the planned scope of the audit is to assist you in better understanding the consequences of our work and to help identify any areas in which you may request us to undertake additional procedures.

Should there be any matters outlined in this letter that are not consistent with your understanding of the engagement, please contact us.

We will conduct our audit for the year ending 30 June 2019 for Northern Adelaide Waste Management Authority in accordance with the terms of our engagement letter and with Australian Auditing Standards to provide reasonable assurance as to whether the financial report is free from material misstatement.

Our procedures will include examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial report, and the evaluation of accounting policies and significant accounting estimates.

These procedures will be undertaken to form an opinion whether, in all material respects, the financial report of Northern Adelaide Waste Management Authority is in accordance with the requirements of the *Local Government Act 199* and the *Local Government (Financial Management) Regulation 2011*, including presenting fairly its financial position at 30 June 2019 and its performance for the year ended on that date; and complies with Australian Accounting Standards and other mandatory professional reporting requirements.

A feature of our audit approach is to identify areas of significant risk of material misstatement in the financial statements. We then undertake our audit, giving special attention to those areas, whilst still ensuring that all other material areas in the financial statements are subject to audit examination.

Our planning procedures have identified the following significant risks and other areas of focus.

We propose to address these risks of material misstatement as follows. Please note that the items noted below do not cover all risks subject to audit.

SIGNIFICANT RISKS

PLAN TO ADDRESS

1. Management override of controls

- Ⓜ Review journals posted throughout the year
- Ⓜ Evaluate the design and implementation of controls around the processing of journal entries
- Ⓜ Review minutes of meetings of the Board and Audit Committee

Other areas of focus

In addition to the above significant risks, the following areas will also be a focus for our audit:

OTHER RISKS OF MATERIAL MISSTATEMENT

PLAN TO ADDRESS

1. Revenue and related risk of fraud

- Ⓜ Fraud risk rebuttal
- Ⓜ Document control environment over the revenue/debtors cycle
- Ⓜ Substantive analytics or substantive test of details over revenue accounts
- Ⓜ Review minutes of meetings of the Board and Audit Committee

2. Provision for Post Closure Rehab and Stage 3 Capping

- Ⓜ Assessment of key assumptions utilised in formulating the estimates in accordance with AASB 137

Provisions, Contingent Liabilities and Contingent Assets for reasonableness

3. New Accounting Standards AASB 15 Revenue & 16 Leases

Review of the financial statement disclosure for the potential impact on the future financial performance and position on adoption of the new accounting standards

Please advise us if there are any areas where you consider we should conduct additional audit procedures.

We will conduct all audit tests at Northern Adelaide Waste Management Authority's head office.

We have agreed with management that the reporting currency used will be Australian dollars.

3. Timing of our audit and fees

We have agreed with management that our estimated fees for this year's audit will be \$12,500.

The timing of our audit has been agreed with management and is similar to the prior year.

We have agreed with management the information required to be available for our audit.

Should we experience any significant delays in the receipt of information requested, or shortcomings in the quality therewith, additional fees may be incurred, and the agreed timing of the signing of the financial report may not be met. We will advise on these matters as soon as they become apparent.

4. Independence and ethics

The Director and all staff assigned to the Northern Adelaide Waste Management Authority audit engagement team for the year ending 30 June 2019 have confirmed that they are independent in accordance with the ethical requirements of Professional Standard APES 110: *Code of Ethics for Professional Accountants*. We also consider that the firm and our network firms are independent of Northern Adelaide Waste Management Authority.

During the financial year to 30 June 2019 we have provided no non-audit services to Northern Adelaide Waste Management Authority.

5. Significant Accounting Policies

Management have not yet considered the impact of the following major new accounting standards and have not updated their accounting policies:

- AASB 15 Revenue (effective 1 January 2018)
- AASB 16 Leases (effective 1 January 2019)

We have been advised by management that there have been no other changes in, and no other new, significant accounting policies and practices that have, or could have, a material effect on the financial report.

6. Materiality

Our audit is designed to identify and assess the risk of material misstatement. The concept of materiality affects our audit planning and our consideration of matters arising from our audit. We take into account both qualitative and quantitative factors when assessing materiality.

7. Fraud

We have discussed with management their knowledge of any actual, suspected or alleged fraud affecting the Authority within the period being audited and they have advised us that they are not aware of any such matters.

They have also advised us that you have no knowledge of any such matters. If that is not the case please let us know as soon as possible as this will affect the scope of our audit work.

Please let us know if you consider that there are other areas of significant risk of fraud.

8. Audit Adjustments

Prior to the conclusion of our audit, we will advise of:

- All adjustments to the financial report made as a result of our audit.
- Uncorrected misstatements identified during the audit which management determined were not material other than those that are clearly trivial.

9. Additional audit work

Should you wish us to extend the scope of our audit work please let us know.

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Dulwich SA 6065
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DISCLAIMER:

An audit of a financial report is not designed to identify all matters that may be relevant to those charged with governance. Accordingly, our audit does not ordinarily identify all such matters.

Our communication of matters of governance interest includes only those audit matters of governance interest that come to our attention as a result of the performance of our audit.

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TOGETHER WE MAKE IT HAPPEN

Confidential Agenda Item 7.8 removed

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Agenda Item 7.9

Report Subject:	Operational Report – Collections, Processing & Disposal	Report Author:	Collections & Processing Manager
Meeting Date:	1 May 2019	Information Type:	Information report (operational)
Attachments:	Nil		

Purpose of the Report

To provide the Board with an update on NAWMAs collection, processing and disposal operations.

Background

This report discusses items that have occurred during the months of February and March 2019 at three (3) of NAWMAs sites;

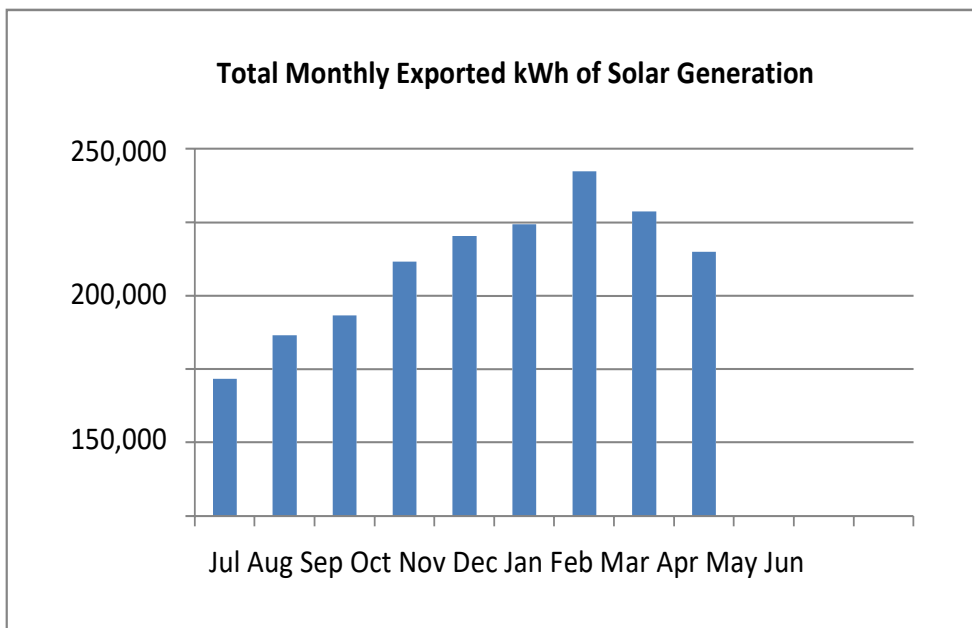
1. Uleybury Landfill Renewable Energy Park
2. Edinburgh North – inclusive of Waste Processing Facility (WPF), Food Organics and Garden Organics (FOGO) and Resource Recovery Centre (RRC)
3. Pooraka Resource Recovery Centre (PRRC)

Report

Uleybury Landfill Renewable Energy Park

The Uleybury Landfill Renewable Energy Park continues to generate power at close to maximum levels using flared landfill gas and solar panels. Figure 1 shows the monthly power generation from the solar panels peaked at 234.65 MWhrs in January whilst the total power generation YTD was close to 8 million MWhrs. The Renewable Energy facility produced almost 6.5 million MWhrs with the solar panels producing 1.5 million MWhrs.

Figure 1: Monthly exported kWh of Solar Generation



A recent upgrade to the Uleybury site involves a Blackhawk Solar/Battery powered leachate pump requiring no grid power and providing NAWMA with a low maintenance long term option. Seen in Figure 2, these pumps are used widely in the US but is the first of its kind to be commissioned for use in Australia.

Figure 2: Blackhawk Solar/Battery powered leachate pump installed at Uleybury Landfill Renewable Energy Park



Edinburgh North WPF

The WPF continues to operate smoothly with approximately 51,000 tonnes of waste transported and baled for the year to date. Another approximately 3,800 tonnes of compacted material were transported into the Suez ResourceCo Alternative Fuel Facility for processing during the period.

NAWMA released a tender (RFT 2019-01) on 29 March 2019 for the transportation of baled waste from the WPF to the Uleybury Landfill, with the current contract expiring in November this year. RFT 2019-01 will see evaluation and subsequent tender awarded in late May 2019.

Edinburgh North FOGO

The FOGO shed at Edinburgh North accepted approximately 2,200 tonnes of kerbside collected food and garden organics for each month during the period. The collected material is bulk hauled to Peats Soils and Garden Supply facility where it is processed into products such as compost and mulch.

Edinburgh North RRC

This facility sees approximately 31,000 customers per annum using the site, with the highest number of transactions belonging to single axle 6x4 trailers and car boot loads (or equivalent). The internal works for the Hazardous Waste site is moving forward with Horizon Construction awarded the works contract by Green Industries SA. The works and training for this site are on track for completion in June 2019.

Pooraka RRC

This facility sees approximately 45,000 customers per annum using the site. Since commencement of the paint back scheme in February 2019, the Pooraka RRC has received almost 15,000 litres of paint. The amount of paint received over the short period demonstrates NAWMA's commitment to implementing further recycling and resource recovery options that assist the community, while also benefitting the environment.

RECOMMENDATION

That the Report be received and noted.



Confidential Agenda Item 7.10 removed

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Agenda Item 7.11

Report Subject:	WHS Steering Committee Minutes (latest)	Report Author:	Chief Executive Officer
Meeting Date:	1 May 2019	Information Type:	Information report (operational)
Attachments:	7.11.1: Minutes of 23 April 2019 WHS Steering Committee (latest)		

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 Tuesday 23 April 2019. Appended (Attachment 7.11.1) are the minutes of this meeting for the information of the Board.

Minutes of the March 2019 Meeting are available on request.

RECOMMENDATION

That the Report is received and noted.

WHS STEERING GROUP MEETING MINUTES

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:	23/04/19			Meeting Number:	43		
Venue:	NAWMA Woomera Avenue			Secretary:	Scott Filsell			Start:	10:00am			Finish:	11:00am		
ATTENDEES	Attend	Apology	Absent	ATTENDEES	Attend	Apology	Absent	AGENDA:	<ol style="list-style-type: none"> 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 						
Adam Faulkner	X														
Eddie Christopoulos	X														
Danial Dunn	X														
Jason Moorhouse		X													
Michelle Muldowney	X														
Scott Filsell	X														
Distribution	Electronic copies to all attendees and individuals that are absent. Minutes stored on "N" Drive and displayed on site Notice Boards.				Date Issued	23/04/2019		Next Meeting:	28/05/19 - 10:15am		Venue	NAWMA Research Road			
Agenda Item	Issue Details			Action Required				Action By	Date Raised	Due Date	Action Completed				
1.	Review any current Incidents or issues:	Incident Reports			<ul style="list-style-type: none"> • MRF sorter sustained a puncture injury, Labour Hire Company sent worker for testing and check-up. New Glove trial organised and underway. Detail to follow. • MRF Sorter injured finger whilst sorting waste. Slight finger dislocation. Returned to work. 				Scott Filsell	2/4/19	15/5/19				
								Scott Filsell	15/4/19	23/4/19	17/4/19				
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 				Jason Moorhouse Scott Filsell Thao Nguyen Eddie Christopoulos	11/10/17	Ongoing				
3.	Training & Qualifications	Fire warden Training required for staff			Need to form an Emergency Control Organisation and an Emergency Planning Committee for Edinburgh North <ul style="list-style-type: none"> • Outstanding Warden training required • Evac drill at Edinburgh Nth identified one more warden is required, due to large area of coverage on the site. Trever Kovarskis to be area warden trained. 				Scott Filsell Jason Moorhouse	1/4/19	June 19				

WHS STEERING GROUP MEETING MINUTES

WHS KEY PILLARS

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



Agenda Item		Issue Details	Action Required	Action By	Date Raised	Due Date	Action Completed
4.	Emergency Procedure	Emergency Evacuation notification	<ul style="list-style-type: none"> Draft Evacuation Plan formalised & drill to be held. Evacuation training & drill held 1st April, EPC meeting held & review findings from Evac. drill. Quote for extra sirens & call point. Quote to be clarified Is it site wide connected? No Is there SUEZ office coverage? Yes Organise quote to connect both sides of Bellchambers site for simultaneous activation of alarm. 	<p>Scott Filsell Jason Moorhouse</p> <p>Scott Filsell</p>	<p>25/9/18</p> <p>23/4/19</p>	<p>April 2019</p> <p>28/5/19</p>	
5.	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, as above. Proceed with SKYTRUST implementation – Underway 	Scott Filsell	11/10/17	Ongoing	
6.	Maintenance & Housekeeping	Designated walkways Edinburgh Nth site	<ul style="list-style-type: none"> Now modifications have almost been completed on site, designated walkways now need to be planned for site. Further information is required from SUEZ on their requirements, Adam Faulkner & Eddie Christopoulos meeting with SUEZ today 24/7/18 to seek progress on project. Underway - mid-February completion date Adam Faulkner to meet with Paul Haslam from SUEZ this week 26/4/19 to give update on progress of SUEZ Project on Bellchambers Rd site. 	<p>Scott Filsell Eddie Christopoulos Jason Moorhouse SUEZ</p>	22/5/18	Ongoing	
7.	Emergency Procedure	Confined space Emergency Plan	<ul style="list-style-type: none"> To be investigated with Confined Spaces expert recommended by LGAWCS. Met with C/Spaces expert, actions list has been put together based on his recommendations. Data to be logged using gas analyser for WPF pit for 3-4 weeks to determine next step with that pit. Data Received. Follow up with MSS Safety on Recommendations. Recommendations forwarded to WHSSG members. Immediate actions – Install signage & install a lock onto pit entry point ASAP. Look into installing Ventilation to pit. 	<p>Scott Filsell Jason Moorhouse</p> <p>Scott Filsell Scott Filsell Jason Moorhouse</p>	<p>23/10/18</p> <p>2/4/19</p> <p>2/4/19</p>	<p>12/2/19</p> <p>12/4/19</p> <p>TBA</p>	<p>23/4/19</p>
8.	Records & Documentation	CoR (Chain of Responsibility) NHVL (National Heavy Vehicle Law)	<ul style="list-style-type: none"> Other existing & newer transport contractors Sims-metal, Veolia, Cube, Peats soils etc. need to have the same scrutiny applied to check on compliance of the NHVL and records of the actions and outcomes kept on file. <p><u>Review of any NHVL breaches</u></p> <ul style="list-style-type: none"> Nil 	<p>Scott Filsell Daniaal Dunn Eddie Christopoulos Jason Moorhouse Adam Faulkner</p>	24/7/18	Ongoing	

WHS STEERING GROUP MEETING MINUTES

WHS KEY PILLARS

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



Agenda Item		Issue Details	Action Required	Action By	Date Raised	Due Date	Action Completed
9.	Emergency Procedure	Emergency Evacuation notification	Action from Evacuation Drill at Edinburgh Nth site: Evacuation siren tone need to be adjusted to sound more like an evacuation siren. Replace emergency exit light in RRC.	Scott Filsell Jason Moorhouse	1/4/19	23/4/19	23/4/19
10.	Emergency Procedure	PPE Requirements of the MRF and NAWMA Sites	MRF Glass sorters have always been enforced to wear safety glasses whilst other, lower risk areas were optional. Due to a couple of near misses recently in the lower risk areas it has been determined that all areas within the MRF plant require the wearing of safety Glasses. Further investigation is in place for other NAWMA operational sites. It has been agreed to implement the wearing of glasses by NAWMA staff and Labour Hire staff and recommend the wearing of Safety Glasses upon new inductions of contractors etc. when on NAWMA sites. Consultation to be held with staff at each of the sites.	All All	15/3/19 12/4/19	1/4/19 28/5/19	1/4/19
11.	Records & Documentation	Document Review & Approval	Review of WHS First Aid Procedure Document and approve.	All	18/4/19	23/4/19	23/4/19
12.	Records & Documentation	Document Review & Approval	Review of WHS Planning and Program Development Procedure Document and approve.	All	18/4/19	23/4/19	23/4/19
13.	Records & Documentation	TIP Close out	Sign off required for Closeout of the Tailored Implementation Program used to assist with forming an Emergency Planning Organisation and Evacuation Plan for Bellchambers Rd site.	Adam Faulkner	11/4/19	23/4/19	23/4/19
14.	Records & Documentation	WHS Site Inspections/Checklist	Danial Dunn raised, the site inspections that Scott Filsell completes need to be prioritised into a jobs list and be carried out monthly as required at all NAWMA facilities. A copy will be sent to Senior managers and the site supervisors to address the issues found during the inspections. Follow up will occur at the next site visits.	Scott Filsell	23/4/19	28/5/19	
15.							