

Ordinary Board Meeting Agenda

Date: 3/07/2019

Time: 5.00pm

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

- 1. Present**
- 2. Apologies**
- 3. Disclosure of Conflicts**

Conflicts of Interest

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

Confidentiality Statement

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 Northern Adelaide Waste Management Authority Board Meeting held on Wednesday, 1 May 2019 be received, confirmed and adopted.

- 5. Matters Arising From The Minutes**

5.1 Financial Anomalies Update (**Confidential**)

- 6. Questions Without Notice**

- 7. NAWMA Management and Administration Report**

Reports for Decision

- 7.1. FY19/20 Draft Budget and Annual Business Plan including Solid Waste Levy Impacts
- 7.2. FY19/20 Draft Constituent Council Service Level Agreements
- 7.3. 2018/2019 Interim External Audit Report
- 7.4. East Waste Recyclables Tender (**Confidential**)
- 7.5. In-truck system update (**Confidential**)
- 7.6. CEO Performance Committee Report (**Confidential**)
- 7.7. Landfill Alternative Technology Project (**Confidential**)

Reports for Information

- 7.8. Education Report
- 7.9. Operational Report – Recycling and Resource Recovery (**Confidential**)
- 7.10 Operational Report – Collections, Processing and Disposal
- 7.11 Energy from Waste Submission
- 7.12 Parliamentary Inquiry into the Recycling Industry
- 7.13 WHS Steering Committee Minutes (latest)



8 Other Business

8.1 Variation to Board Meeting start times

8.2 Strategy Workshop

9 Next Meeting of the Board

The next meeting of the Board to be held Thursday, 19 September 2019 at a time to be determined at NAWMA Boardroom: 71-75 Woomera Avenue, Edinburgh Park





Minutes of the Board of Northern Adelaide Waste Management Authority

Date: 1/05/2019

Time: 5.04pm

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

Welcome

1. PRESENT

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

2. IN ATTENDANCE

Mr Adam Faulkner	Chief Executive Officer
Mr Danial Dunn	Resource Recovery Manager
Ms Amy Quintrell	Executive Assistant
Mrs Rachel Zhou	Finance Manager (Incoming)

APOLOGIES

Cr Paul Little	Town of Gawler
Mr Eddie Christopoulos	Collections and Processing Manager

3. DISCLOSURE OF CONFLICTS

Declaration of the following;

Conflicts of Interest

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

Independent Chairperson declared a material conflict on Agenda Item 8.1 – Tender Opportunity Update and will leave the meeting for this item.

Confidentiality Statement

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



4. CONFIRMATION OF MINUTES

Moved Cr Woodman 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 with amendment discussed.

Seconded Cr Reynolds **Carried**

5. MATTERS ARISING FROM THE MINUTES

Nil

6. QUESTIONS WITHOUT NOTICE

Cr Halls asked CEO if there is a reason why no Council logos currently appear on collection vehicles? CEO advised that Council logos will appear on Suez collection vehicles in the near future, it is a matter of scheduling this with the Contractor.

7. NAWMA MANAGEMENT AND ADMINISTRATION REPORT

Reports for Decision

7.1. Draft 2018/2019 Budget Review Three (3)

Moved Mr Green 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 2018/2019 Budget Review Three (BR3) be adopted by the Board, by circular resolution (if required) and a Board Meeting be scheduled to discuss a separate detailed report articulating the measures and internal financial controls implemented on non-invoicing and receipt of monies.

Seconded Ms Pelle **Carried**

7.2. Draft 2019/2020 Annual Business Plan

Moved Mr Green that the Board endorse the Draft 2019/2020 Annual Business Plan for distribution, including amendments, to the Constituent Councils for consultation and review

Seconded Mr Inat **Carried**

Cr Halls left the meeting at 5.19pm

Cr Halls returned to the meeting at 5.21pm

7.3. Visa Business Card line limit

Moved Cr Woodman that the Board approve the Visa Business Card line limit increase of \$5,000 to a maximum of \$27,000

Seconded Cr Koch **Carried**

7.4. NAWMA Audit Committee Nomination

Moved Cr Halls that the Board nominate Cr Graham Reynolds to the NAWMA Audit Committee for a period of two (2) years from date of resolution

Seconded Cr Koch **Carried**

7.5. Contract Variation

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

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

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

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

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



Seconded Cr Woodman **Carried**

2. Moved Cr Halls that the Board ask the CEO to further investigate this matter and bring forward a secondary report to the 3 July 2019 Board Meeting

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 moves out of confidence

Seconded Cr Reynolds **Carried**

Reports for Information

7.6. Constituent Council Service Level Agreements

Moved Mr Mansueto that the Report be received and noted

Seconded Cr Reynolds **Carried**

7.7. 2018/2019 External Audit Plan and Engagement Letter

Moved Cr Halls that the Report be received and noted

Seconded Ms Pelle **Carried**

7.8. 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 orders that the public, with the exception of the Northern Adelaide Waste Management Authority staff present, be excluded from the meeting on the basis that the Northern Adelaide Waste Management Authority Board will receive, discuss and consider:

- (d) commercial information of a confidential nature (not being a trade secret) the disclosure of which –
 - (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and
 - (ii) would, on balance, be contrary to public interest;

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

Seconded Mr Green **Carried**

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

Seconded Cr Koch **Carried**

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

Seconded Ms Pelle **Carried**

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

Seconded Mr Mansueto **Carried**

7.9. Operational Report – Collections, Processing and Disposal

Moved Cr Fraser that the Report be received and noted

Seconded Cr Henry Inat

Mr Mansueto left the meeting at 6.13pm and did not return

Cr Halls left the meeting at 6.13pm and did not return



7.10. Media and Industry update

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

- (d) commercial information of a confidential nature (not being a trade secret) the disclosure of which –
 - (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and
 - (ii) would, on balance, be contrary to public interest;

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

Seconded Mr Green **Carried**

2. Moved Ms Pelle that the Report is received and noted and the Board recognise the efforts of the NAWMA Senior Management Team over this period

Seconded Cr Koch **Carried**

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

Seconded Cr Fraser **Carried**

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

Seconded Ms Pelle **Carried**

7.11. WHS Steering Committee Minutes (latest)

Moved Cr Woodman that the Report is received and noted

Seconded Mr Inat **Carried**

8. OTHER BUSINESS

Independent Chairperson left the meeting due to a material conflict in Item 8.1 at 6.20pm

Cr Woodman left the meeting at 6.20pm and did not return

Cr Koch assumed the role as Deputy Chair for Item 8.1

8.1. Tender Opportunity Update (verbal only)

Independent Chairperson returned to the meeting at 6.27pm

8.2. Recycling Industry Update (verbal only)

9. NEXT MEETING OF THE BOARD

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

10. CLOSURE OF THE MEETING

The meeting closed at 6.31pm



Agenda Item 5.1 – CONFIDENTIAL

Report Subject: Financial Anomalies Update (Confidential)	Report Author: Chief Executive Officer
Meeting Date: 3 July 2019	Report Type: Information report (finance, governance)
Attachments: 5.1.1 – Financial Anomalies Summary Report from Dean Newbery	

Purpose of the Report

To provide the Board with an update on the resolution of the financial anomalies presented at the Board Meeting of 1 May 2019.

Background

The Board were briefed on a number of financial anomalies at the Board Meeting of 1 May 2019. The anomalies consisted of some instances of undercharging, missed invoicing, and inaccurate reporting and payment (Waste levy).

The Chief Executive Officer moved into a Chief Financial Officer role on 5 March 2019 to oversee the day to day financial matters of NAWMA and to address the anomalies. The previous Finance Manager has moved on. A new Finance Manager has now been recruited and has already commenced the transition to a more repeatable and reliable finance function.

Report

Further to the Report issued at the previous meeting of the NAWMA Board, Table 1 (overleaf) summarises the status of each anomaly.

NAWMA's contractor Suez has also since paid a contractual education and promotion contribution of \$114k that was missed in NAWMA's March 2019 invoicing cycle.

While the anomalies are not acceptable, progress is being made to remedy each one, while making sure that the errors cannot occur again. NAWMA's Finance Manager Rachel Zhou will provide a verbal update on some of the processes that have been implemented.

As recommended by the Board at the 1 May 2019, a further report including a summary report from Dean Newberry & Partners outlining their transactional and forensic investigations is appended at Attachment 5.1.1.

As a matter of priority NAWMA's new Finance Manager and Chief Executive Officer have implemented or are in the progress of implementing processes to address the concerns raised in points 3.2 through to 3.7.

RECOMMENDATION 1

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

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

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

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

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

RECOMMENDATION 2

That the Report is received and noted.

RECOMMENDATION 3

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

RECOMMENDATION 4

That the meeting moves out of confidence.



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And our Client Rural and Regional Councils

Table 1: Summary of Financial Anomalies, payments received and outcomes

Anomaly	Customer	Approximate Variance (owed to NAWMA)	Action	Anticipated resolution	Update
Missed invoicing	Veolia	\$203,326	Alerted customer. Invoiced as at 28 th March 2019	Payment due 28 th April 2019	Majority of the payment made but left \$2,327.84 (short payment) (ex GST) currently being followed up.
Missed invoicing	Suez	\$78,360	Alerted customer. Invoiced as at 29 th March 2019	Payment due 29 th April 2019	Paid in full
Missed invoicing	Centre Tyre Shred	\$26,511	Alerted customer. Invoiced as at 29 th March 2019	Payment due 29 th April 2019	Paid in full
Inaccurate payment	EPA SA	\$310,000	EPA contacted and provided with full weighbridge account and explanatory remarks	May/June 2019	Payment made Awaiting decision on any penalty

Northern Adelaide Waste Management Authority (NAWMA)

Edinburgh North Weighbridge Volume Review

July 2018 – October 2018

Dean Newbery & Partners Chartered Accountants
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Dean Newbery & Partners
Chartered Accountants
214 Melbourne Street North Adelaide SA 5006

26 June 2019

Mr Adam Faulkner
Chief Executive Officer
Northern Adelaide Waste Management Authority
(NAWMA)

Sent via email: a.faulkner@nawma.sa.gov.au

CONFIDENTIAL

Dear Mr Faulkner

**RE: Edinburgh North Weighbridge Volume Review Project
July 2018 – October 2018**

This report has been prepared to summarise the work I undertook March 2019 to assist the NAWMA Administration with their review of waste volumes recorded against invoices raised for all customer volumes processed over the Edinburgh North weighbridge for the period 1 July 2018 – 31 October 2018.

A summary of my work is summarised below.

1. Scope of Engagement

- 1.1 To obtain weighbridge volume data recorded for all waste volume transfers over the Edinburgh North weighbridge for the period 1 July 2018 – 31 October 2018 and to review and report on any discrepancies identified between the weighbridge volume data and final invoices raised in the MYOB accounting system.
- 1.2 The work undertaken was to assist the NAWMA Administration conduct their investigations into already identified discrepancies that were known to exist in customer invoices issued.
- 1.3 I express no level of assurance as part of the work undertaken. All source data, working papers and findings were reported direct to the NAWMA Administration for their further investigation.
- 1.4 There was no review conducted to match EPA Levy reports back to weighbridge data. A separate exercise was being undertaken by the Administration to review this matter.

2. Review Methodology

- 2.1 Monthly weighbridge data was collated and recorded in a Microsoft Excel worksheet prepared by NAWMA's Administration and provided to myself that provided a summary of the following information:
 - 2.1.1 The customer.
 - 2.1.2 Category of waste volume recorded at the weighbridge (i.e. Member, Green, Cat A, etc.).
 - 2.1.3 Volumes recorded against each waste category at the weighbridge for the recorded customer.
- 2.2 Access to NAWMA's MYOB file was granted. Access to all invoices raised for the period 1 July 2018 – 31 October 2018 were recorded against each customer's record in MYOB.

- 2.3 As from 1 November 2018, all customer invoicing was conducted on the new Microsoft Dynamics (NAV) corporate accounting system.
- 2.4 No review of data recorded in NAV has been conducted as part of this review exercise.
- 2.5 Weighbridge waste volume data was match to test for the following:
 - 2.5.1 Did volumes recorded on weighbridge report match to volumes recorded on invoice data recorded in MYOB?
 - 2.5.2 Was the correct gate fee charged?
 - 2.5.3 Recorded the Invoice Number allocated in MYOB against each volume recorded.
 - 2.5.4 Recorded the General Ledger transaction posting date.
- 2.6 As a result of the work undertaken in 2.5, any discrepancies identified and queries raised were noted in weighbridge volume reports and were provided to the NAWMA Administration for their further consideration and investigation.
- 2.7 Per instructions provided to me on 25 March 2019, all findings and queries submitted were to be further investigated by the NAWMA Administration.

3. Key Observations Noted from Review

- 3.1 Multiple instances were identified where the following matters occurred that were referred to be further investigated:
 - 3.1.1 Incorrect Gate Fee had been recorded against a Customer.
 - 3.1.2 Incorrect volumes had been recorded on the invoice compared to the weighbridge report.
 - 3.1.3 An invoice record could not be located for waste volumes recorded for the Customer.
- 3.2 In discussions held with the Finance & Corporate Performance Manager, it was noted that internal transfers of waste volumes between each NAWMA operated location is recorded on each Site's weighbridge report however, there is no reconciliation performed each month of 'internal volume' movements, to ensure that all external customer volumes have been correctly invoiced.
- 3.3 Given the findings of 3.2 above, it was recommended that additional month end procedures be implemented, to ensure that a reconciliation of all waste volume movements across all NAWMA operated weighbridges be put in place to address these internal control weakness findings.
- 3.4 It was identified that a select number of NAWMA's external customers also undertake waste transport services on behalf of the Authority. Contractors are issued with separate 'weighbridge swipe cards' which are used (by those contractors) to record movements over each weighbridge, depending on the nature of the service being provided (i.e. waste disposal, waste transport, etc.). This system is therefore reliant on the contractor correctly selecting the appropriate swipe card to record the service being undertaken.
- 3.5 Given the findings in 3.2 above, there are currently no month end control processes operating whereby a reconciliation of internal volume transfers is being undertaken and accordingly, there is a risk that not all volumes are being correctly recorded to be invoiced to customers. Implementing procedures as recommended in 3.3 above would ensure there are enhanced controls operating that would monitor this matter and ensure there is greater scrutiny over internal volume transfers.
- 3.6 Sims Metals provide a service whereby they collect and process all recycled metals from the Edinburgh North facility. Sims Metals provide a Recipient Created Tax Invoice (RCTI) to NAWMA to record all volume movements off the site. In discussions held with NAWMA's Finance & Corporate Performance

Manager, it was noted that the information contained on the RCTI is not matched back to volume movements recorded on the weighbridge reports to ensure they match and that NAWMA has appropriately been remitted the correct proceeds on metal sales (to match both the volume and value of items taken off site).

3.7 It is recommended that additional controls be implemented to ensure that information contained on RCTIs provided by external customers matches back to weighbridge data for completeness and accuracy.

Summary

Overall, the review undertaken noted some key areas where further internal control updates should be implemented, to further enhance the processes surrounding the recording and monitoring of waste volumes across all of NAWMA's weighbridges, to ensure the risk of incorrect billing of customers is reduced.

All findings and queries that have been raised during the course of my review have been provided to the Administration to further investigate and address, as applicable.

I would like to take this opportunity to thank the NAWMA Administration for the valued assistance provided whilst undertaking this exercise.

Should you require additional information, please contact me on the details provided below.

Yours sincerely

DEAN NEWBERY & PARTNERS



JOHN JOVICEVIC

Partner

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Agenda Item 7.1

Report Subject:	FY19/20 Draft Budget and Annual Business Plan – including Solid Waste Levy increase implications	Report Author:	Chief Executive Officer
Meeting Date:	3 July 2019	Information Type:	Decision report (financial, governance)
Attachments:	7.1.1 - State Government Budget Announcement; Solid Waste levy 7.1.2 - Graphic Illustration of Green Industries Fund Balance and Outgoings 7.1.3 – FY19/20 Draft Annual Business Plan and Budget		

Purpose of the Report

To prove the Board with an opportunity to formally adopt the 2019/2020 NAWMA Budget and Annual Plan, and provide an update on the implications of the State Government announcement to increase the Solid Waste Levy.

Background

NAWMA remits to the State Government (EPA) \$100/tonne for each tonne of waste that is landfilled at Uleybury Balefill and Renewable Energy Park. On Tuesday 18 June 2019, the State Government announced a two-phase increase in the Solid Waste Levy for the 2019/2010 financial year. The Board are referred to the attached Media Release (appended at Attachment 7.1.1).

The Solid Waste Levy will increase to \$110/tonne on 1 July 2019, and again to \$140/tonne on 1 January 2020.

This comes on top of the EPA increasing the licence fees for waste and recycling facilities (also occurring on 1 July 2019) in a “cost recovery” effort to bridge a \$300,000 departmental shortfall. The impact on NAWMA’s facilities is approximately \$24,000 per annum.

NAWMA understands there is approximately \$123M sitting in the Solid Waste Levy account (Green Industries Fund). The Board are referred to the attached “Use of the Green Industries Fund” (appended at Attachment 7.1.2) illustrating what NAWMA understands to be the balance (in grey) and the outgoings (in green).

Interestingly the forward estimates outgoings significantly increase in the coming financial years, which coincides with the State Governments announcement of funding directed towards coastal protection and the home solar battery scheme.

Report

The increase(s) in the Solid Waste Levy were neither expected nor announced with prior warning/consultation. Hence NAWMA has consulted on its Draft 2019/2020 Budget with Constituent Councils and sent out preliminary price signals to its many customers for 1 July 2019.

19/20 Budget Implications

The financial implications of the levy uplift are documented in **Table 1**. Note this is predicated on the amount of tonnes anticipated to flow through to landfill, and does not include additional tonnes should NAWMA be successful in securing more tonnage through the MRF (contamination disposal) (ie East Waste) or waste facilities (disposal).

NAWMA models an increase of \$1.75M in the Solid Waste Levy contribution for 19/20 against the Draft Budget 19/20 Levy contribution. NAWMA’s total Solid Waste Levy contribution for 19/20 is now anticipated to be \$9.94M, up from \$8.19M.

Given the Solid Waste Levy is a straight pass through for our Constituent Council and commercial customers, NAWMA’s revenue will also increase by the approximate \$1.75M.

Table 1: Financial Implications of the State Government Uplift in the 2019/2020 Solid Waste Levy

	19/20 Budgeted Solid Waste Levy Contribution	19/20 Uplift Solid Waste Levy Contribution	19/20 Unbudgeted Solid Waste Levy Delta	Pass through Delta
Kerbside (household) Waste	\$5,754,546	\$6,983,673	\$1,229,126	Constituent Councils
Waste from Commercial Sources	\$1,421,011	\$1,724,528	\$303,517	Commercial Customers
Residual Waste (contamination) from MRF	\$1,016,610	\$1,233,750	\$217,140	Constituent Councils + Non-Member Client Councils
	\$8,192,167	\$9,941,950	\$1,749,783	

Levy funds received to date

For context, Table 2 illustrates the Solid Waste Levy funds that have been hypothecated back to NAWMA through competitive funding rounds. Across the past immediate three (3) financial years, NAWMA has secured \$2.05M in grant funding. In the same period, NAWMA has contributed close to \$22M to the Solid Waste Levy fund.



Table 2: Green Industries Funds secured by NAWMA through recent competitive Infrastructure Funding Rounds

	2016/2017	2017/2018	2018/2019	Total
Amount (\$) AUD	300,000	250,000	1,500,000	2,050,000
Purpose	Materials Recovery Facility (MRF) build	Baler for MRF	MRF Extension Robotics for MRF Glass Recovery for MRF	

Fees and charges

In terms of actual fees and charges implications for NAWMA, the only variation from the Draft 2019/2020 Budget Fees and Charges (refer Table 1) from 1 July 2019 will be (and as itemised in Table 2);

1. A straight pass through of the \$7/tonne uplift Solid Waste Levy increase from 1 July 2019 for Constituent Councils and Commercial Customers. A price differential (positive) remains for Constituent Councils of \$13.20/tonne over commercial customers. Refer Table 2 overleaf.
2. A pass through to Non-Member Client Councils of \$3.50/tonne increase in MRF Sort Fees to compensate for increased contamination (waste) disposal costs from MRF Waste. Refer Table 2 overleaf.
3. No pass through for Constituent Councils or public use of the Resource Recovery Centres (Pooraka and Bellchambers Road); to be revisited at the 1 January 2020 Solid Waste Levy increased
4. A potential straight pass through of the \$30/tonne uplift Solid Waste Levy increase from 1 January 2020 for Constituent Councils and Commercial Customers. This will likely be done at Budget Review Two (BR1). Note, a price differential (positive) remains for Constituent Councils of \$13.20/tonne over commercial customers

Again, given the increase in the Solid Waste Levy is a straight pass through for NAWMA, there is no intention to amend the Draft 2019/2020 Budget (appended at Attachment 7.1.3), but instead;

- a) Amend the Fees and Charges as per Item 1 and 2 above
- b) Account for the additional incomings (levy revenue) and outgoings (levy payments) in Budget Review One (BR1)
- c) Write to Constituent Councils, Non-Member Client Councils using the MRF, and commercial customers advising of the amended 19/20 Fees and Charges (as a result of the Solid Waste Levy). Note the Chief Executive Officer has already written to the Constituent Council CEO's and Mayors to advise of the potential implications for their kerbside (household) 19/20 Budgets. At the time of writing NAWMA understands that City of Salisbury and City of Playford have resolved to increase their budgets as a result of the Solid Waste Levy uplift.

Advocacy

In addition to the recommended amended Fees and Charges, the Chief Executive Officer will be seeking endorsement from the Board to write to the Minister for Environment and Water, and the State Treasurer, seeking an urgent meeting to discuss NAWMA's concerns/request, primarily;

- a. That the increase(s) in the Solid Waste Levy are unjustified



- b. That the additional uplift to \$140/tonne at 1 January 2020 be rescinded, or at least pushed back to 01 July 2020 to allow for prudent budgeting and to allow time to enact further resource recovery measures
- c. That the waste fraction from a Material Recovery Facility is exempt from any increase in the Solid Waste Levy
- d. That more, if not all, of the 50% residual Solid Waste Levy Fund (Green Industries Fund) be demarcated and hypothecated to Local Government and the waste management/resource recovery sector
- e. That Councils be allowed to manage their own kerbside collection mechanisms and frequency through the repealing or relaxing the current requirements, in order to drive further resource recovery
- f. That any wastes entering a future alternative waste technology (energy from waste) be exempt from the Solid Waste Levy
- g. That the State Government mandates recycled content performance in all procurement and master specifications
- h. Other(s) as identified by the NAWMA Board

NAWMA's Chief Executive Officer is also participating in a letter to the Minister in conjunction with other regional waste management subsidiaries (East Waste, FRWA, AHRWMA), and has also had input into the industry response from Waste Management & Resource Recovery Association Australia (WMRR).

RECOMMENDATION

That the 2019/2020 NAWMA Fees and Charges be amended to account for the \$7/tonne Solid Waste Levy uplift at 1 July 2019,

And

That the subsequent Budget Review One (BR1) be amended to account for the additional revenue and expense pass through costs relating to the uplift in the Solid Waste Levy, and any further Fees and Charges increases as a result of the projected \$30/tonne Solid Waste Levy uplift

And

The Board authorise the Independent Chairman and Chief Executive Officer to write to the Minister for Environment and Water, and State Treasurer, seeking an urgent meeting to address the advocacy position (a) through (g) outlined in the Report

And

That the 2019/2020 Budget and Annual Business Plan are adopted as presented



Table 1: Draft 2019/2020 NAWMA Fees and Charges at \$103/tonne Solid Waste Levy

WASTE DISPOSAL 2019/20 GATE PRICES EDINBURGH NORTH AND ULEYBURY LANDFILL							
		10% Constituent Council 10% discount price	Levy				TOTAL
Member Council	Tonnage Rate						
Member Council waste	\$54.00	\$48.60	\$103.00				\$157.00
Screenings	\$27.94		\$103.00				
Green Organics	\$50.50	\$45.45					
Kerbside Green Organics	\$30.50						
Clean fill/Bricks etc to Transfer Station	\$25.00	\$22.50					
External:	Tier 1 (Alternative Rates - Unpublished)			Tier 2 (Published Rates)			
	Tonnage Rate		Levy		Tonnage Rate	Levy	
Cat A (C & I Compacted)	\$37.20		\$103.00	\$140.20	\$67.20	\$103.00	\$170.20
Cat A Rural	\$60.32		\$51.50	\$111.82			\$111.82
Cat B (C & I Uncompacted)	\$47.20		\$103.00	\$150.20	\$70.56	\$103.00	\$173.56
ILC (<1,000 tonnes)	\$36.25		\$103.00	\$139.25			\$139.25
Bitumen/Road Base	\$40.00			\$40.00			\$40.00
Bricks/Concrete (<200mm, mesh only)	\$40.00			\$40.00			\$40.00
Clean fill (<1,000 tonnes)	\$15.00			\$15.00			\$15.00
Clean fill (>1,000 tonnes)	\$15.00			\$15.00			\$15.00
Clean fill (>1,000 tonnes)	\$15.00			\$15.00			\$15.00
Contractor provides plant							
MRF Sort Fees							
MRF Fees & Charges							
Fee Category	Fee (exc GST)/tonne	Waste costs	Possibly Subject to Rise & Fall				
Constituent Council	\$0.00	At cost					
Client Council	\$16.00	Included					
Constituent Council Budget Repair	\$10.00	At cost					
Customer Council	\$45.00	Included	Yes				
Customer Council Tier 1	\$55.00	Included	Yes				
Customer Council Tier 2	\$60.00	Included	Yes				
Customer Council Tier 3	\$90.00	Included	Yes				
Customer Council Tier 4	\$120.00	Included	Yes				
Customer Council Handling fee 1	\$5.00	At cost					
Customer Council Handling fee 2	\$10.00	At cost					
Commercial	\$60.00	Included					
Commercial Tier 1	\$90.00	Included					
Commercial Tier 2	\$120.00	Included					
Commercial Tier 3	\$150.00	Included					



Table 2: Proposed 2019/2020 NAWMA Fees and Charges at \$110/tonne Solid Waste Levy

WASTE DISPOSAL 2019/20 GATE PRICES EDINBURGH NORTH AND ULEYBURY LANDFILL							
		10% Constituent Council 10% discount price	Levy				TOTAL
Member Council	Tonnage Rate						
Member Council waste	\$54.00	\$48.60	\$110.00				\$164.00
Screenings	\$27.94		\$110.00				
Green Organics	\$50.50	\$45.45					
Kerbside Green Organics	\$30.50						
Clean fill/Bricks etc to Transfer Station	\$25.00	\$22.50					
External:	Tier 1 (Alternative Rates - Unpublished)			Tier 2 (Published Rates)			
	Tonnage Rate		Levy		Tonnage Rate	Levy	
Cat A (C & I Compacted)	\$37.20		\$110.00	\$147.20	\$67.20	\$110.00	\$177.20
Cat A Rural	\$60.32		\$55.00	\$115.32			\$115.32
Cat B (C & I Uncompacted)	\$47.20		\$110.00	\$157.20	\$70.56	\$110.00	\$180.56
ILC (<1,000 tonnes)	\$36.25		\$110.00	\$146.25			\$146.25
Bitumen/Road Base	\$40.00			\$40.00			\$40.00
Bricks/Concrete (<200mm, mesh only)	\$40.00			\$40.00			\$40.00
Clean fill (<1,000 tonnes)	\$15.00			\$15.00			\$15.00
Clean fill (>1,000 tonnes)	\$15.00			\$15.00			\$15.00
Clean fill (>1,000 tonnes)	\$15.00			\$15.00			\$15.00
Contractor provides plant							
MRF Sort Fees							
MRF Fees & Charges							
Fee Category	Fee (exc GST)/tonne	Waste costs	Possibly Subject to Rise & Fall				
Constituent Council	\$0.00	At cost					
Client Council	\$16.00	Included					
Constituent Council Budget Repair	\$10.00	At cost					
Customer Council	\$45.00	Included	Yes				
Customer Council Tier 1	\$55.00	Included	Yes				
Customer Council Tier 2	\$60.00	Included	Yes				
Customer Council Waste Levy Fee	\$3.50	Included	Subject to levy increases				
Customer Council Tier 3	\$90.00	Included	Yes				
Customer Council Tier 4	\$120.00	Included	Yes				
Customer Council Handling fee 1	\$5.00	At cost					
Customer Council Handling fee 2	\$10.00	At cost					
Commercial	\$60.00	Included					
Commercial Tier 1	\$90.00	Included					
Commercial Tier 2	\$120.00	Included					
Commercial Tier 3	\$150.00	Included					



STATE BUDGET

2019-20

MINISTER FOR ENVIRONMENT AND WATER HON DAVID SPEIRS MP MEDIA RELEASE

Tuesday 18 June 2019

More jobs and real climate action under waste management changes

The Marshall Liberal Government will improve environmental outcomes and generate more than 200 on-going waste industry jobs thanks to a \$12 million recycling transition package.

The 2019-20 State Budget will deliver \$12 million of new funding over four years to the Waste and Resource Recovery Modernisation and Council Transition Package.

The package aims to boost recycling and resource recovery and keep waste out of landfill through investment, infrastructure, education and modernisation of council and industry collection services.

This funding is on top of the \$12.4 million support package announced in 2018 to help the recycling industry and local government in response to China's National Sword Policy.

The Solid Waste Levy will increase to \$110 per tonne on July 1 and then to \$140 per tonne on January 1, 2020, providing a strong signal that all efforts should be made to reduce landfill through recycling or resource recovery.

The Solid Waste Levy increase is being used to fund significant environmental projects with the 2019-20 State Budget including more than \$64 million of new funding towards practical environmental action including waste management and coastal protection.

Of the \$12 million waste management package, \$5.5 million of funding will be provided to councils and industry to upgrade and standardise waste collection and recycling services as well as expand education aimed at improving recycling knowledge in the community.

\$4 million of grant funding will be available to councils and industry to enable investment in modern infrastructure to improve processing which will increase efficiency and boost jobs, and \$500,000 to help local governments implement new waste management strategies.

\$1.6 million will be provided for compliance and audit to ensure the integrity of the waste and resource recovery sector and \$400,000 to enable a review of the container deposit scheme.

Minister for Environment and Water David Speirs said the funding will help councils modernise their waste management practices and reduce the amount of rubbish sent to landfill.

"The Marshall Liberal Government's 2019-20 State Budget has a focus on practical action to deal with our changing climate which will improve environmental outcomes at the same time as growing our economy," said Minister Speirs.

"We know that landfill is one of the most significant contributors to greenhouse gas emissions that are incredibly harmful to our climate," said Minister Speirs.

STATE BUDGET

2019-20

“We need to send a strong message that more needs to be done to reduce these damaging emissions and that councils need to have the tools to divert more for resource recovery and continue moving

South Australia towards a truly circular economy.

“These announcements will lead to less waste sent to landfill, a reduction in emissions, and will also provide vital stimulus to our world-leading waste management and resource recovery sector, leading to potentially more than 200 jobs here in South Australia.

“The waste management and resource recovery industry is a major player in South Australia’s economy with approximately 4,800 people employed and we want to this number to grow.

“For every 10,000 tonnes of waste recycled there are 9.2 full time jobs created compared to 2.8 jobs when sent to landfill.

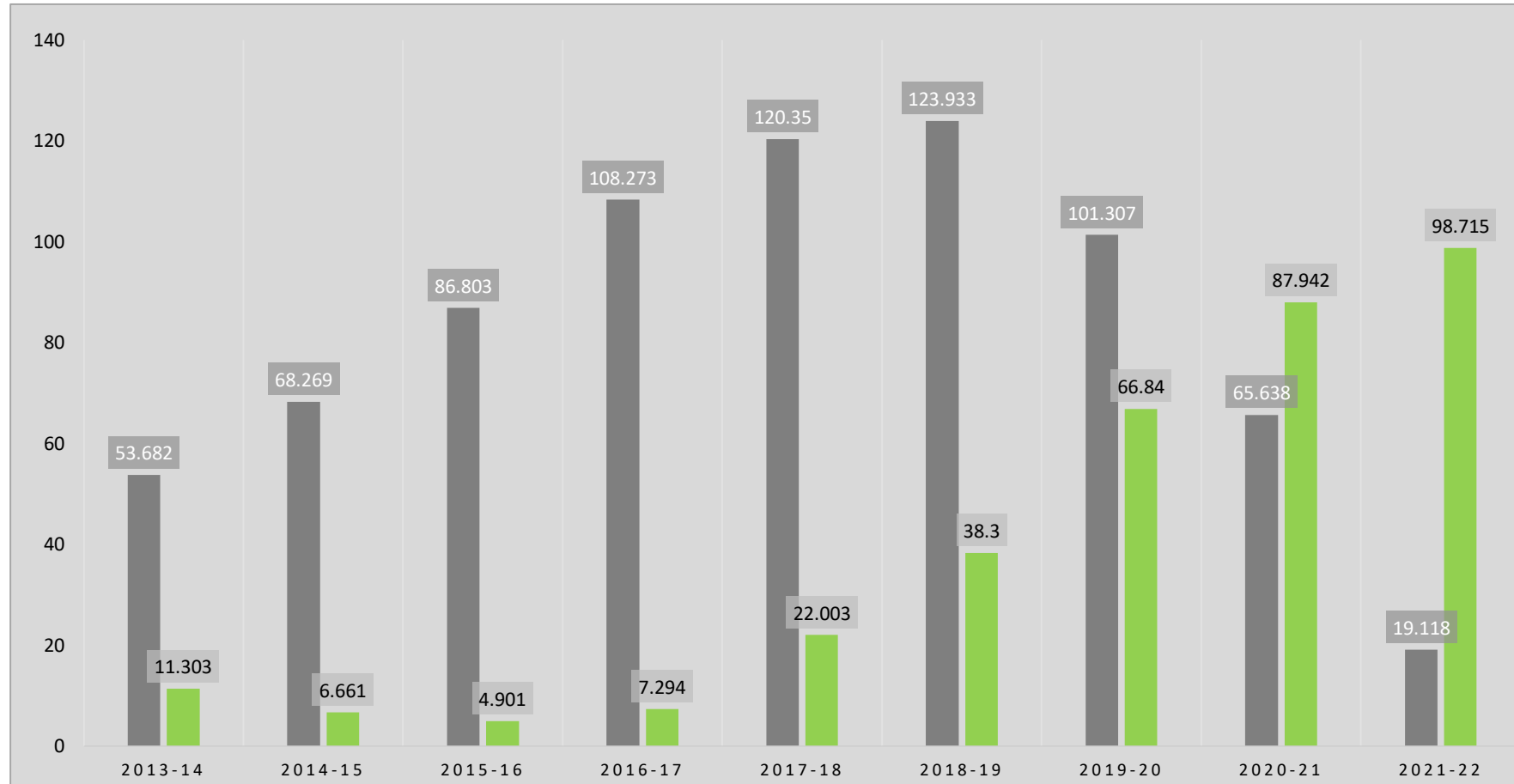
“As it stands as much as 40 per cent of the material in our household waste bins sent to landfill is food and organic waste which could be diverted through the organics bin.

“When organic material gets sent to landfill it generates Methane. Methane is up to 25 times worse as a greenhouse gas than carbon dioxide when it comes to global warming. Every 1,000 tonnes of organic material diverted from landfill can save 600 tonnes in greenhouse gas emissions.

“Through better collection systems, infrastructure and education, by 2020 we want to see a 35 per cent reduction in waste to landfill on 2003 numbers.

“China’s National Sword Policy has provided the industry with a challenge but this funding package on top of support already provided in last year’s State Budget will help modernise and transition our resource recovery sector.”

Use of the Green Industry Fund



NAWMA



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. The resource for this position was endorsed by the NAWMA Board (28/02/19).
- 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. **Implementation of Work Health Safety Plan 2017 - 2020:** NAWMA has developed the 2017-2020 Work Health Safety Plan and Framework to drive strategic and operational safety decision making and improvements. The Plan is structured around three (3) key programs;
- WHS Management System Build
 - Hazard Management (Task, Plant, Chemical, Manual)
 - WHS Training

The Plan also identifies significant projects for safety control across NAWMA's Edinburgh North (Bellchambers) site and the Uleybury Landfill and Renewable Energy Park.

Led by the Chief Executive and Senior Management Team, NAWMA's WHS and Environmental Officer will continue to implement the Plan.

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	Implementation of WHS Plan 2017-2020		Plan implementation progressed towards 2020 completion and integration across organisation
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

3.4.4. **Development of a coordinated Resource Recovery Communications and Education Plan:** Drawing from the identified priorities above, and in consultation with the Constituent Councils and Board, NAWMA will develop a coordinated Communications and Education Plan to drive further resource recovery, landfill diversion, contamination management and sustained behaviour change.

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
3.4.4	Development of a coordinated Resource Recovery Communications and Education Plan	Objective 1; Strategies 2 & 10	Consultation with Councils. Workshop with Board. Development of a Draft Plan for endorsement

Table 3.5: Summary of Business Plan activities

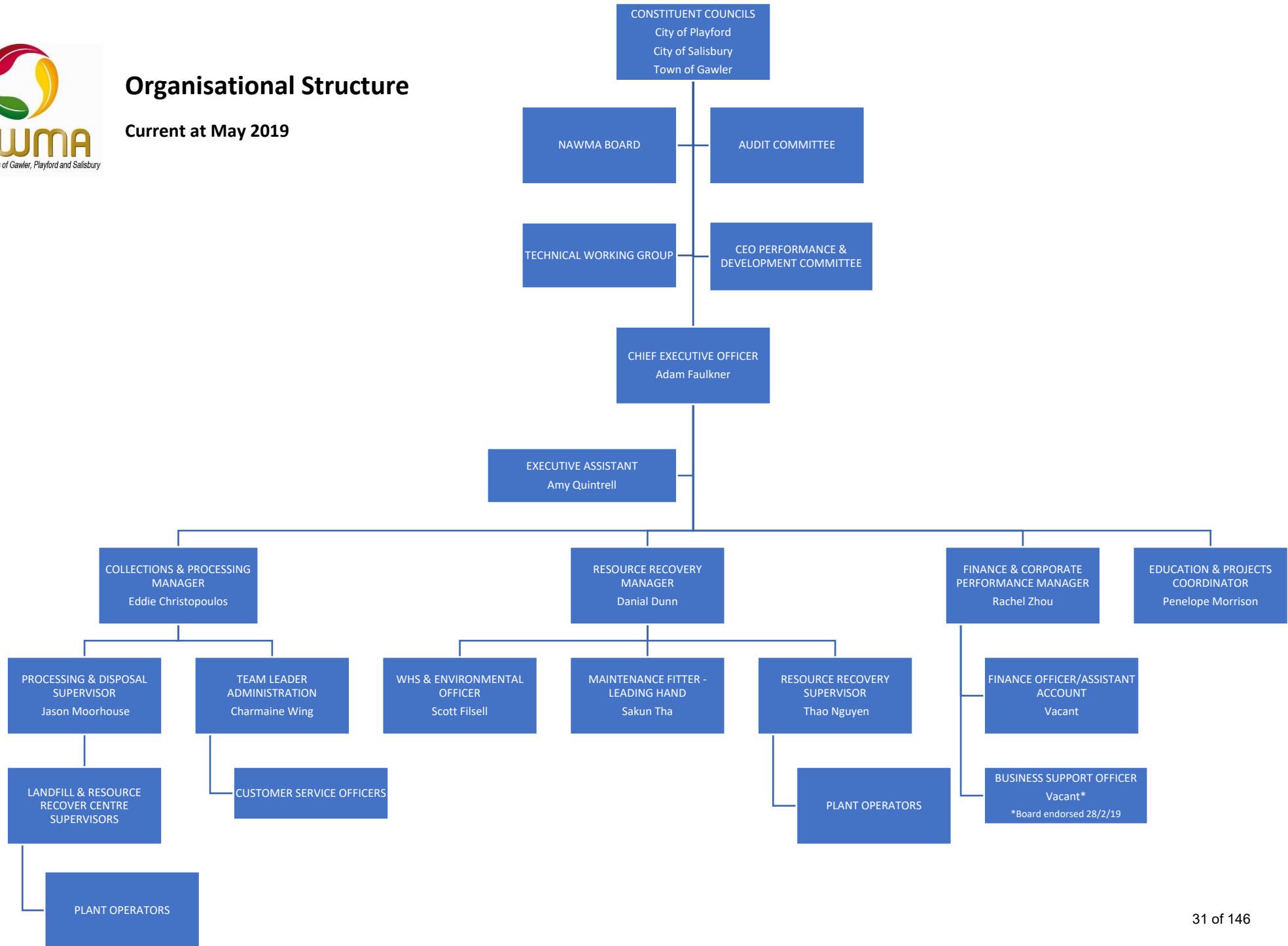
Table 3.5: Summarised Draft 2019/2020 NAWMA Annual Business Plan

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 Disposal Manager
Chief Executive Officer Quarterly Roundtables	Chief Executive Officer
Finance Enterprise System Integration (Microsoft Dynamics Navision)	Finance Manager
Service Level Agreements	Collections and Disposal Manager
Participate in State Government high level Working Groups	Chief Executive Officer
Upgrade of Research Road Transfer Station	Collections and Disposal 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 Disposal Manager
Ensure cell development, rehabilitation, and necessary capital and planning:	Collections and Disposal 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
Implementation of WHS Plan 2017-2020	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 Disposal Manager
Development of a Coordinated Resource Recovery Communications and Education Plan	Education & Projects Coordinator



Organisational Structure

Current at May 2019



4. The Draft 2019/2020 Budget (**Appendix A**) has been constructed in tandem with the development of the Draft Business Plan.

DRAFT

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
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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
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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
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Other income

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

\$13,752,232

Operating Expenditure

Waste Processing and Disposal

Commercial	\$313,338
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Total Waste Processing and Disposal expenditure	\$313,338
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Hardwaste

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

Total Hardwaste Expenditure	\$264,518
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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
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Total Operating Income	\$3,899,531
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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
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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)	less Depreciation, Amortisation, Impairment and movement in Landfill Provisions	1,451	1,299
<u>0</u>	less Proceeds from Sales of Replaced Assets	<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)	less Amounts received specifically for New and Upgraded Assets -	99	2,236
<u>0</u>	less Proceeds from Sales of Replaced Assets	<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





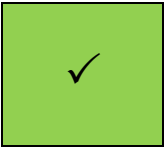


(BUDGETED) STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2020

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	\$546,919	\$45,577	\$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	\$11,967,437	\$997,286	\$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	

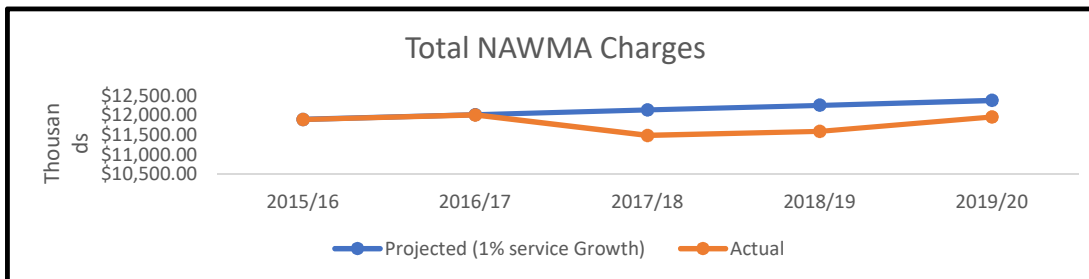
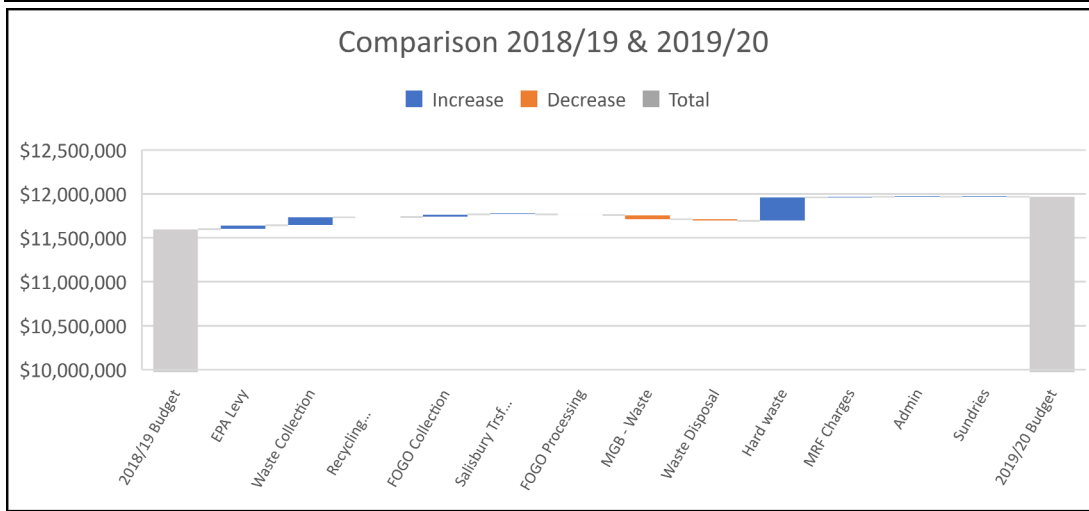
Note:

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
\$441,332	\$36,777	Household Hard Waste	\$546,919	\$45,577
\$1,788,896	\$149,075	Recycling	\$1,782,999	\$148,583
\$4,819,733	\$401,644	Waste Disposal	\$4,861,854	\$405,155
\$11,759,731	\$973,652	Total	\$11,967,437	\$997,286

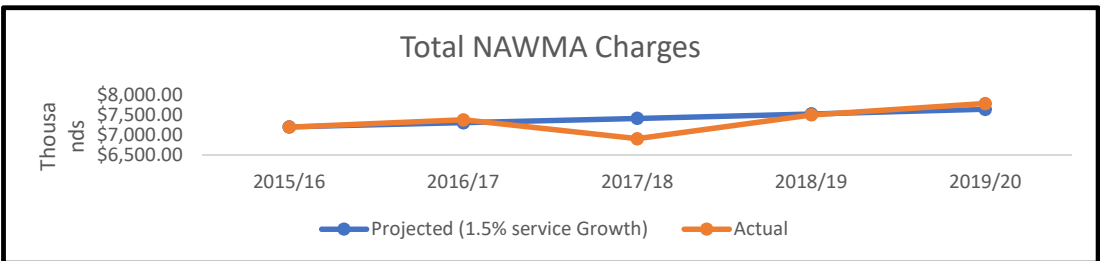
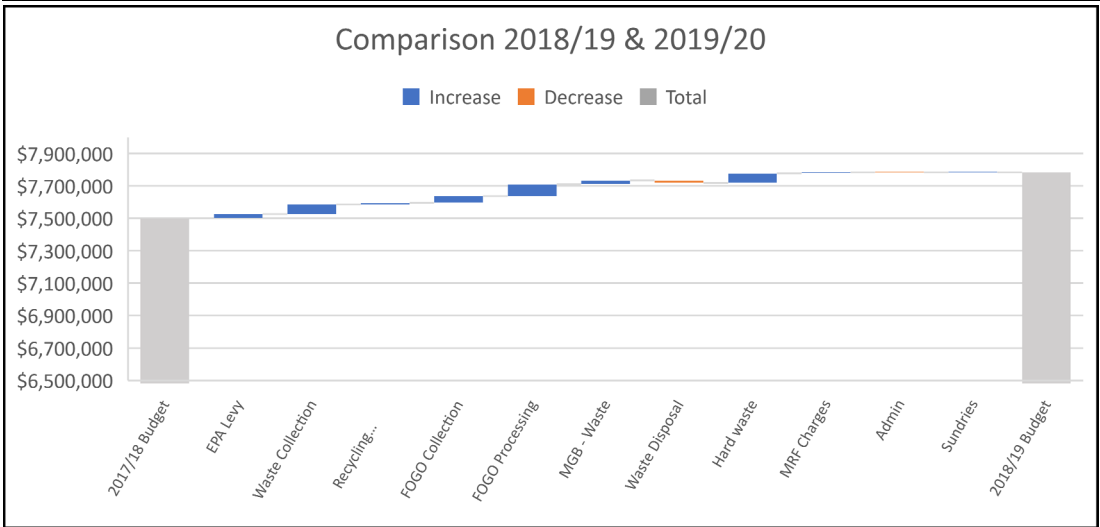


Salisbury Budget Summary		
2018 - 2019 Budget	\$11,759,731	
2019 - 2020 Budget Forecast	\$11,967,437	1.77%
Excl Hard Waste		
2018 - 2019 Budget	\$11,318,399	
2019 - 2020 Budget Forecast	\$11,420,518	0.90%
Influencing Factors 2018 - 19 budget Forecast:		
Increase to State Waste Levy (\$100 to \$103) - 3%		\$105,939
Growth in new services -		1%
High participation in Hard Waste services - Collections		\$298,914
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



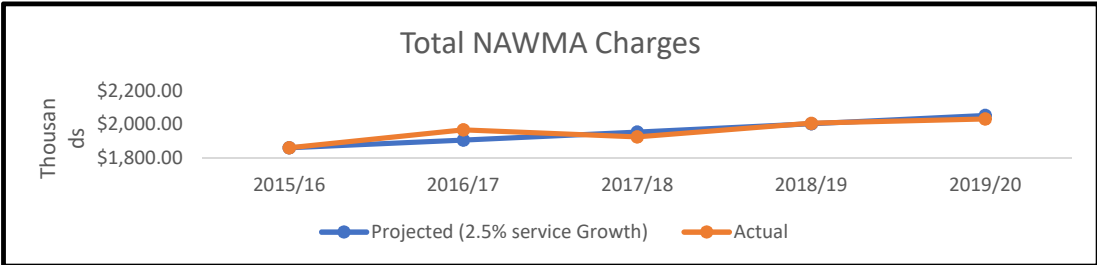
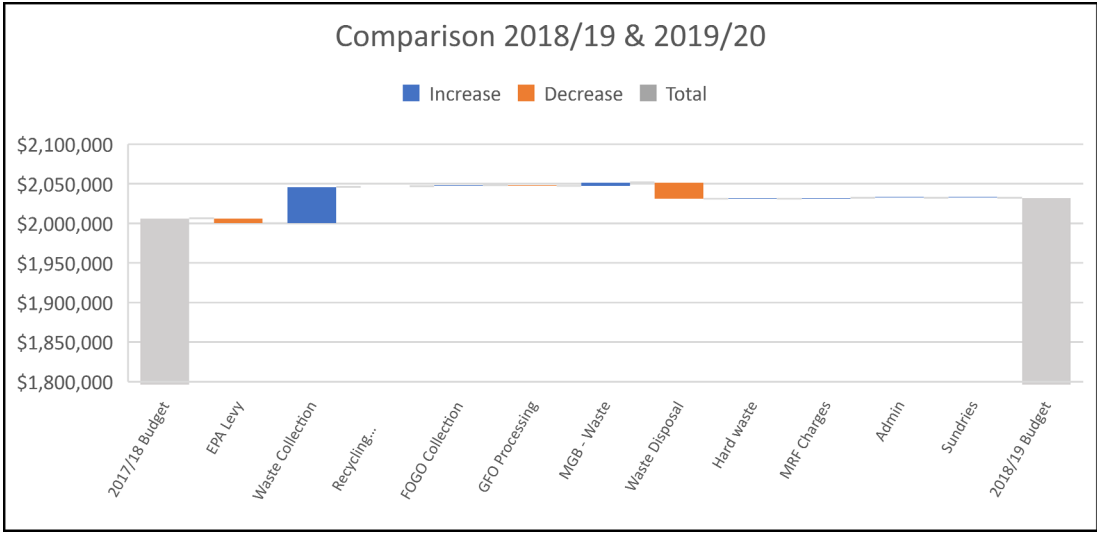
Playford Budget Summary

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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 And our Client Rural and Regional Councils

Agenda Item 7.2

Report Subject:	FY19/20 Draft Constituent Council Service Level Agreements	Report Author:	Chief Executive Officer
Meeting Date:	3 July 2019	Information Type:	Decision report (finance, governance, operational)
Attachments:	Nil (Agreements will be available electronically at Board Meeting if desired)		

Purpose of the Report

To provide the Board an opportunity to adopt the FY19/20 Constituent Council Service Level Agreements (SLA).

Background

The Board were presented with the FY19/20 Draft Constituent Council SLA's at the 1 May 2019 Board Meeting. After endorsement to do so, the SLA's were distributed to each Constituent Council for their subsequent endorsement.

Report

Each Constituent Council has endorsed their Draft SLA for FY19/20; Town of Gawler (28 May 2019), City of Salisbury (27 May 2019) and City of Playford (25 June 2019).

Each SLA is unchanged from the version presented to the 1 May 2019 NAWMA Board Meeting, and therefore have not been reproduced here. A copy of each SLA will be available electronically for viewing if desired at the scheduled 3 July 2019 Board Meeting.

The Board are asked to adopt each of the Council's Service Level Agreements (in the format presented to the Board at 1 May 2019) to commence from 1 July 2019.

RECOMMENDATION

That the Board adopt the FY19/20 Constituent Council Service Level Agreements, as endorsed by the Constituent Councils

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 And our Client Rural and Regional Councils

Agenda Item 7.3

Report Subject:	2018/2019 External Interim Audit Report	Report Author:	Finance Manager
Meeting Date:	3 July 2019	Information Type:	Information report (finance, governance)
Attachments:	7.3.1 - Copy of HLB Mann Judd Interim Audit Letter and Report (to be provided under separate cover)		

Purpose of the Report

To provide the Board with FY18/19 External Audit Interim Report completed by HLB Mann Judd in May and June 2019.

Background

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

Further to Agenda Item 7.7 issued to the meeting of the NAWMA Board on 1 May 2019, HLB Mann undertook the preliminary (Interim) audit on 30 and 31 May 2019.

Report

In line with Interim Audit engagement plan, HLB Mann Judd have now provided their External Interim Audit letter and report to NAWMA (appended at Attachment 7.3.1)

The final External Audit visit dates for FY2018/2019 have now been confirmed by both parties, with the Audit taking place on 8 and 9 August 2019, in line with NAWMA's annual reporting timelines. A representative from HLB Mann Judd will be in attendance at the scheduled September 12 2019 Audit Committee meeting to present the report.

NAWMA Finance Manager will discuss any details of the Interim Audit Report as required.

RECOMMENDATION

That the Report is received and noted.

Confidential Agenda Item 7.5 removed

Confidential Agenda Item 7.6 removed

Confidential Agenda Item 7.7 removed

Proudly in Partnership with Member Councils | City of Salisbury | City of Playford | Town of Gawler
 And our Client Rural and Regional Councils

Agenda Item 7.8

Report Subject:	Education Report – progress against <i>Community Communications Action Plan</i>	Report Author:	Education and Projects Coordinator
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Meeting Date:	3 July 2019	Information Type:	Information report
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Attachments:	7.8.1 – Start-up Community Communications Action Plan (“lite”) with commentary Examples of current NAWMA educational resources to be tabled in hard copy format at Board Meeting
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Purpose of the Report

To provide a progress report of activities undertaken under the *Start-up Community Communications Action Plan (‘lite’)* adopted by the NAWMA Board 19 September 2018.

Background

Previously, NAWMA’s community education activities focussed predominantly on delivery of educational sessions to school children. Commencing in September 2018, a new approach was outlined whereby attention would be given to targeting a wide cross section of the adult community within NAWMA’s three Constituent Councils, using a broad range of approaches. To guide this, an Action Plan was created and adopted.

Report

The *Community Communications Action Plan* lists nine overarching actions under which a range of activities occur (appended at Attachment 7.8.1). Due to the size of the file, examples of current NAWMA educational resources will be tabled in hard copy format at the Board Meeting.

Since adoption of the plan, priority actions have included the development of a new and recognisable suite of brand elements that local people can identify and trust for reliable recycling and waste management information. The information is disseminated in a variety of ways including via *New Residents Packs*, articles in newspapers and Council publications, the NAWMA website, the My Local Services app (City of Salisbury & Town of Gawler), posters in community centres and libraries, social media including LinkedIn and Councils’ Facebook pages. Providing ongoing education to internal staff has also been important to ensure the NAWMA Customer Service Team are able to provide consistent and accurate information to the public.

The Board has previously heard about the importance of ensuring information about operations and services is also provided in non-written forms so as to help engage with people in different ways. Community tours have been piloted and very well-received. Some feedback from tour evaluation forms is listed below:

- *The whole tour was fantastic*
- *I thought the tour was very interesting, I had no idea we had the Uleybury Landfill and the innovative ideas with solar panels and the methane extraction, a terrific idea.*
- *It was great to visit and see first hand and also learn more.*

A corporate video detailing all of NAWMA's services is currently in the final edit stage. Face-to-face sessions with a variety of community groups (working with translators where necessary) have been conducted and a group has recently been engaged to assist with the redevelopment of NAWMA's education centre into an adult education facility. In the future more face-to-face engagement with the community will occur as opportunities and time permit and our new facility is completed.

In the last nine months, we have worked through developing activities and resources under points 1-5 and are currently moving into the areas of points 6 and 7. Points 8 and 9 are about longer-term actions that should only occur after the community has had sufficient opportunity to learn about services available and their correct use.

RECOMMENDATION

That the Report is received and noted.



Start-up Community Communications Action Plan (“lite”)

Adopted by the NAWMA Board on 19 September 2018

1. Launch new website containing updated and consistent information and higher resident usability and interactivity
2. Work collaboratively with Constituent Councils media and marketing teams to facilitate coordinated resident-facing messaging
3. Initial focus is to create/update a suite of communications materials so that information which is disseminated is current, consistent, and reliable.
4. Provide communications materials to NAWMA staff accompanied by background information, statistics etc so as to ensure consistent and up-to-date messaging to the community.
5. Make communications materials available (soft and hard copies) on an ongoing basis via a number of channels and in prominent non-English speaking dialects.

Information from ongoing MRF contamination reports and 2018 kerbside audit will feed in data to be used in communications materials.

6. Launch anti-contamination campaign
 - Engage and influence State Government proposed State-wide recycling education and behaviour change campaign
 - High visibility material in prominent locations such as sides of waste trucks, supported by social media
 - Recognise and reward those who are demonstrating good waste management behaviour
 - Engage partners and liaise with target groups
 - Identify and promote alternative (to yellow-lid kerbside recycling bin) solutions for difficult waste streams
 - Recognise and support positive behaviour change
7. Establish partnerships to provide education through waste avoidance workshops (i.e. ‘Repair Café’, Boomerang bags, etc.)
8. After a period of positive messaging, commence warnings for non-compliance along with targeted messaging about correct practices.
 - Recognise and support positive behaviour change
9. Expiation/removal of bin services in conjunction with councils could eventually occur for those found to be repeatedly misusing the services provided.

1. Launch new website containing updated and consistent information and higher resident usability and interactivity

- NAWMA's new website was officially launched in September 2018

2. Work collaboratively with Constituent Councils' media and marketing teams to facilitate coordinated resident-facing messaging

- Promotional material in the February 2019 edition of the *Playford News*
- Examples of Facebook posts using both Council and community group pages

3. Initial focus is to create/update a suite of communications materials so that information which is disseminated is current, consistent, and reliable

- The NAWMA brand guidelines were developed in October 2018 to help create a recognisable brand that the local community can rely on for accurate waste management and recycling information
- Examples of NAWMA branded resources

4. Provide communications materials to NAWMA staff accompanied by background information, statistics etc so as to ensure consistent and up-to-date messaging to the community

- Internal education is an important aspect of NAWMA's education strategy and staff are provided with updates and information so as to ensure an accurate and consistent message to residents and clients. Messaging is also made available to Elected Members and key council staff at appropriate times.

5. Make communications materials available (soft and hard copies) on an ongoing basis via a number of channels and in prominent non-English speaking dialects

- A variety of channels have been developed and are under development including website, hard copy posters, schematic diagrams, 'NAWMA News' email, community tours, a corporate video, face-to-face presentations and an app.
- Hard waste service posters have been developed in five different languages and are being used as a basis for working with CALD communities.

6. Launch anti-contamination campaign

- **Engage and influence State Government proposed State-wide recycling education and behaviour change campaign**
- **High visibility material in prominent locations such as sides of waste trucks, supported by social media**
- **Recognise and reward those who are demonstrating good waste management behaviour**
- **Engage partners and liaise with target groups**
- **Identify and promote alternative (to yellow-lid kerbside recycling bin) solutions for difficult waste streams**
- **Recognise and support positive behaviour change**

Overview of recent engagements

Horticultural soft plastics management

At the beginning of the year, NAWMA engaged a consultant to review options for dealing with the growing soft plastics waste stream within the horticultural areas of the Northern Adelaide Plains (NAP) region and identify any role NAWMA could play to achieve improved outcomes. A Discussion Paper was produced. The review highlighted the collaborative approach that would be necessary to implement a workable solution for the area and this was presented to the NAP Food Cluster waste working group in June.

Groups and organisations that we have partnered with to carry out projects or deliver educational sessions to include:

Gawler Probus

Anglicare Women's Wellbeing Group, Elizabeth

Anglicare Coffee Links, Davoren Park

Cornerstone Housing, Salisbury North

Salisbury Garden Club, Bagster Community Centre

Spanish Speaking Seniors, Playford Civic Centre

Gawler Environment Centre

Aboriginal Seniors Group Northern Carers Network at Kaurna Plains Community Centre

Bhutanese Community - Jack Young Centre

Volunteers from Northern Carers Network, Davoren Park

The Gardens Lifestyle Village, Parafield Gardens

City of Playford Community Development Team

City of Salisbury Community Development Team

- 7. Establish partnerships to provide education through waste avoidance workshops (i.e, 'Repair Café', Boomerang bags, etc.)**

8. **After a period of positive messaging, commence warnings for non-compliance along with targeted messaging about correct practices**
 - **Recognise and support positive behaviour change**

- 9. Expiation/removal of bin services in conjunction with councils could eventually occur for those found to be repeatedly misusing the services provided**

Agenda Item 7.10

Report Subject:	Operational Report – Collections, Processing & Disposal	Report Author:	Collections & Processing Manager
Meeting Date:	1 May 2019	Information Type:	Information report (operational)
Attachments:	7.10.1 - Balefill Management Consultative Committee (BMCC) minutes 8 April 2019 7.10.2 - Balefill Management Consultative Committee (BMCC) minutes 4 June 2019		

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)

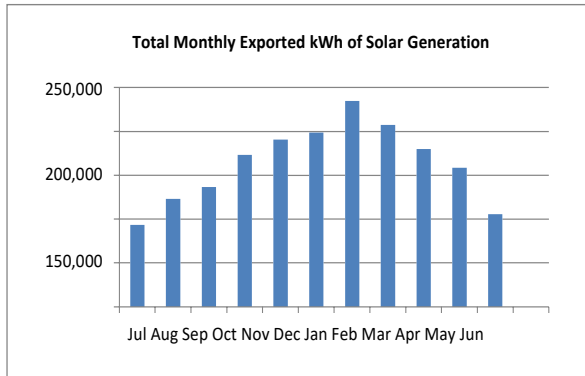
The report also presents the Balefill Management Consultative Committee (BMCC) minutes of the two (2) 2019 meetings to date; 8 April 2019 and 4 June 2019.

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 9.8 million MWhrs. The Renewable Energy facility produced almost 8 million MWhrs with the solar panels producing 1.8 million MWhrs.

Figure 1: Monthly exported kWh of Solar Generation



Edinburgh North WPF

The WPF continues to operate smoothly with approximately 63,000 tonnes of waste transported and baled for the year to date. Another approximately 4,700 tonnes of compacted material were transported into the Suez ResourceCo Alternative Fuel Facility for processing during the period. The cumulative total of material processed includes approximately 8,600 tonnes from Commercial Clients.

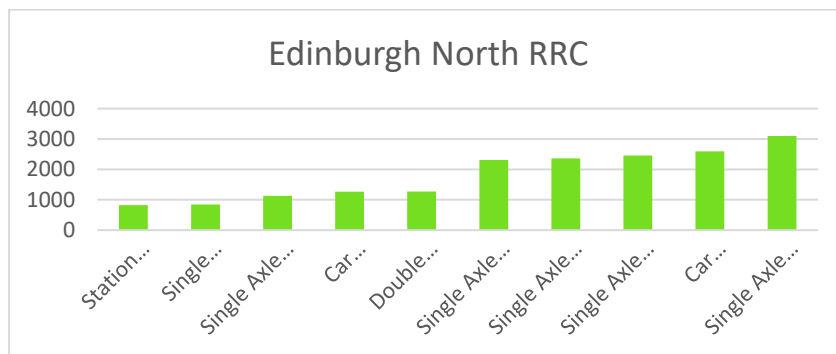
Edinburgh North FOGO

The FOGO shed at Edinburgh North accepted approximately 2,700 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). Figure 2 shows the top ten items processed through this site, with the current cost per transaction being \$48.00 and the revenue per transaction \$52.00

Figure 2: Top ten (10) items processed at Edinburgh North RRC

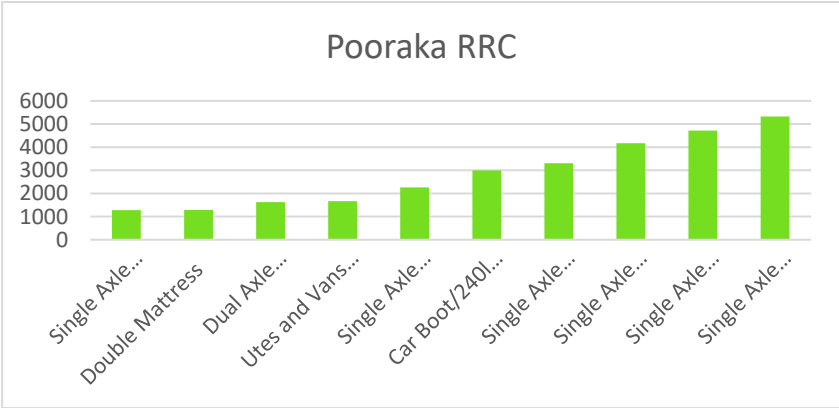


Pooraka RRC

This facility sees approximately 45,000 customers per annum using the site, with the highest number of transactions belonging to single axle 6x4 trailers of general waste and 6x4 trailers of organics. Figure 3 shows the top ten items processed through this site, with the current cost per transaction being \$43.00 and the revenue per transaction \$46.00.



Figure 2: Top ten (10) items processed at Edinburgh North RRC



Balefill Management Consultative Committee (BMCC)

Two (2) meetings of the Balefill Management Consultative Committee (BMCC) have been held in 2019; 8 April and 4 June. The Committee is chaired by Cr Paul Little (Town of Gawler) and attracts residents from the surrounding properties, a representative from City of Playford and a representative from the EPA, while NAWMA is represented by the CEO and/or the Collections and Processing Manager. The minutes of the previous two (2) meetings are appended at 7.9.1 and 7.9.2 for the Boards information.

RECOMMENDATION 1

That the Report be received and noted.

RECOMMENDATION 2

That the minutes of the Balefill Management Consultative Committee (BMCC) of 8 April 2019 and 4 June 2019 be received and noted.



NAWMA Balefill Management Consultative Committee (BMCC)

Meeting #72 of the Balefill Management Consultative Committee (BMCC), held on Monday 8 April 2019 at 4.00pm

Held in the NAWMA Boardroom, 71-75 Woomera Avenue, Edinburgh

MINUTES

1 Welcome and Apologies

Present: Cr Paul Little (Chairman), Mr Matt Bench (EPA), Ms Renae Williams (City of Playford), Mr Eddie Christopoulos (NAWMA), Ms Amy Quintrell (NAWMA)

Apologies: Mr Adam Faulkner (NAWMA), Mr Steve Huckstepp (Resident)

2 Confirmation of Minutes.

That the minutes of the meeting of the BMCC held 6 August 2019 are noted.

3 Business Arising

Nil

4 Chairperson's Report

Cr Little provided a background for himself and his previous roles working with NAWMA and the Uleybury Landfill

5 Information Items

5.1 Site Operations (report provided by NAWMA Collections and Processing Manager)

Landfill Gas and Solar Generation

- Solar power generation is averaging approx. 170,874 kWh hours per month with the cumulative total for solar generation 1,537,870 kWh to end of March 2019
- Gas generation is averaging 716,845 kWh per month with the cumulative total for gas generation at 6,451,688 kWh hours to end of March 2019. Currently over 40% of the landfill gas is being utilized in power generation, with that gas generation historically being flared

Recent Works

- The most recent major works was the clay liner
- Level one supervision was provided by SMS Geotechnical Services
- The work started 31 January 2019 and was completed 8 February 2019
- The geotechnical requirements for the construction whereas per Golder and Associates, Technical Specifications Stage 3 A Uleybury Landfill
- Report completed by SMS covers the prequalification the properties of the clay, subgrade preparation, clay liner construction, field density and compaction testing, permeability testing and clay compliance testing.
- Completed report was submitted to the EPA with confirmation provided by the EPA that the Construction Quality Report is operating in accordance with condition U393 of the licence 12979
- No other major works are currently scheduled

On the 27 March 2019 NAWMA was awarded the Landfill Excellence Award for the Uleybury Landfill. The landfill was recognised for leading the way in landfill management and operations with our partnership with LMS Energy. We have delivered Australia's first solar and methane gas Renewable Energy Facility at this site.

6 Environmental Monitoring

6.1 Environmental Monitoring (report provided by NAWMA Collections and Processing Manager)

- Well testing on Well PB1 242 Medlow Road, Well PB2 339 Medlow Road and Well PB3 318 Medlow Road was carried out by Greencap Industries on the Tuesday 16 October 2018. Results of the testing showing no contamination of the wells. The next testing of the wells will occur in October 2019 with notification of the testing occurring in the days leading up to the tests
- On 21 March 2019, Monica Seiler (Natural Resources Manger City Of Playford) Visited the landfill. Monica completed a weed management check, checking for harmful weeds. Monica found that the weeds identified two years ago had been eradicated with the exception of 'Silverleaf Nightshade'. Monica stated 'Silverleaf Nightshade is very hard to kill' and suggested weeds be sprayed again in the coming weeks before the weed becomes dormant
- Earlier this year we noticed increased raven populations at the Uleybury Landfill and surrounding properties. In early March 2019, a licensed pest controller was contracted to enter the site and complete culling of the birds to reduce population

7 General Business

Steve Huckstepp (Resident) submitted Attachment 7.1 to NAWMA for consideration at the meeting (via email) on Monday 8 April 2019. The letter was discussed and the Committee suggested NAWMA Collections and Processing Manager write to Mr Huckstepp and address his concerns. The response to this letter can be seen at Attachment 7.2 and was sent (via email) to Mr Huckstepp on Friday 12 April 2019.

- 8 Next Meeting:** The next meeting of the BMCC will be held on Monday 3 June at 4pm in the NAWMA Boardroom, 71-75 Woomera Avenue, Edinburgh


Meeting closed 4.18pm

AGENDA ITEMS - BALEFILL MANAGEMENT CONSULTATIVE COMMITTEE 8APR19

The BMCC Chairman,

I am the uphill neighbour of the Uleybury Landfill and a past long-term member of the BMCC. I intend to continue to be actively engaged with the operation through the BMCC. I am unable to attend the 8Apr19 meeting; please table the following items under Item 7, General Business:

- The last meeting was held 6Aug18; 8 months is too large a gap between meetings as this denies local residents a means to directly raise operational issues of concern. I raised the lack of a BMCC meeting with the EPA in late 2018. I request that meetings are scheduled every second month.
- Six days is insufficient notice for residents to call a BMCC meeting. We are busy people and we plan our lives more than 6 days ahead. Please set meeting dates at least 1 month in advance. The EPA should be monitoring meeting schedules and ensuring that residents are given an opportunity to raise concerns.
- Given the change in NAWMA staff in 2018, where residents were previously able to directly report issues to the Operations Manager, it is not clear how we are supposed to report odour or other operational issues to NAWMA. Please advise the correct contact procedures.
- Rubbish was dumped on the observation platform road (on Medlow Road, south side of the site) in early March 2019. Under the Landfill Environmental Management Plan (LEMP, EMM8 12.2), NAWMA is required to *monitor for litter by conducting daily visual inspections of the site, the boundary fence, adjacent properties and Smith Road and Adams Road. Daily litter patrols are required to collect any litter to ensure that the site and surrounds are litter free at the end of each working day.* Given my lack of knowledge of how to report the issues to the relevant NAWMA Operations officer, I reported the dumped rubbish to the EPA on at least two occasions. Promises were to follow up, but the rubbish is still there after more than 5 weeks. This is in clear breach of the LEMP and the EPA is obligated to follow this up; there is no evidence that this happened. It is NAWMA's responsibility to keep the surrounds litter-free and not the local Council's (who will push the cost onto Playford ratepayers, whereas the site services three Council areas).
- The amount of loose rubbish on work area has increased significantly with the creation of two open faces. Large piles of loose rubbish are being left open on the site, especially with the uphill clay liner infill operation. This rubbish is picked up by Dust-Devils and dumped on surrounding properties, especially in the hotter months. In accordance with the LEMP The site should be left tidy and relatively litter-free at the end of each working day.
- With the creation of the second working face, I am experiencing increased odour as a result of a very large open face working areas. Following resident's concerns in the past, NAWMA used to try to limit the amount of open face working areas and this reduced the amount of odour experienced by local residents.
- In mid-2018, I raised the question of strategic planning by NAWMA to find the next landfill site following the closure of the Uleybury Landfill on 30th June 2027; that is only 8 years away. I was hopeful that NAWMA and the State Government would have learnt from the mistakes made in the late 1990s where they failed to properly consult with local residents about this landfill site. Strategic planning for the follow-on site should be well underway. Questions raised the General Manager in July 2018 were, in my view, poorly answered with "*NAWMA is currently developing a waste management strategy that will look at initiatives and actions that will guide the future waste management and recycling activities of NAWMA*". That did not reassure me that anything was being done and it does not build confidence. I would encourage NAWMA to share their planning strategy deliberations to ensure that residents are not kept in the dark as they were in the 1990s.



Regards

Steve Huckstepp

stevehuckstepp@gmail.com

339 Medlow Rd, Uleybury SA 5114

Mob: 0406382342

9/04/2019

Mr Steve Huckstepp
339 Medlow Road
Uleybury SA 5114
Delivered via email: stevehuckstepp@gmail.com

Dear Mr Huckstepp,

Re: Agenda Items – Balefill Management Consultative Committee 8APR19

I write in response to your aforementioned correspondence. This correspondence was tabled at the Balefill Management Consultative Committee (BMCC) on Monday 8 April 2019 under General Business. Minutes of this meeting will follow in the coming days.

Please see below responses to each of your concerns, I have numbered your items from one (1) through seven (7) to make them more easily identifiable:

1. We agree that the length of time between the last meeting of the BMCC (August 2018) and the April meeting was less than ideal but was caused largely by circumstances beyond our control. As previously discussed, NAWMA were without a Board of Management, and subsequently a BMCC Chairperson, due to Council Elections and this was rectified at the first meeting of the new NAWMA Board on 28 February 2019. The next meeting of the BMCC has been scheduled and will be held on Monday 3 June 2019 at 4pm.
2. As above.
3. The contact details for NAWMA remain the same – 1800 111 004 or admin@nawma.sa.gov.au. These lines of contact are answered by our Customer Service Team and should be used for all contact. You will be directed to the most appropriate person when using either of these contact methods. Should there be a need for any out of hours emergency contact, please contact myself on 0404 575 884.
4. Under the Landfill Environmental Management Plan (LEMP) EMM 8 – Litter Management 12.2 Performance Measures:
Incidences of road-side dumping (ie. litter not related to the balefill operation) occur regularly on roads adjacent and close to the balefill including Medlow, Bentley and Smith Roads. Any new road-side dumping will be removed or reported to the local Council to enable inspection/clean-up.


I can confirm that NAWMA have reported this illegal road-side dumping to City of Playford on two (2) occasions for inspection/clean-up as per the above LEMP direction. A City of Playford representative that was in attendance at the 8 April 2019 meeting confirmed this will be looked into. Any future incidences of road-side dumping can be reported directly to the relevant Council.

5. The Balefill is inspected daily by the onsite operational staff. Random checks are also completed by the management team and EPA. We will increase our vigilance and reiterate to the operational staff the need to maintain a relatively litter free site at the end of each working day.
6. After your contact of 1 March 2019, NAWMA took action to reduce the odour with the use of additional approved spray cover. Per my above response to Point 5, the Balefill is inspected daily and this will continue to occur. Please continue to be in contact when an issue such as odour arises and advise if our taken actions have not made the necessary impact.
7. NAWMA is aware of the closure date of the Uleybury Balefill and are taking the necessary steps and strategic planning required in the lead up to this date. NAWMA's public facing strategy document *Strategic Plan 2018-2025*, was adopted by our Board in the second half of 2018 and is readily available on our website. You will find a copy of the document at this link: <https://www.nawma.sa.gov.au/wp-content/uploads/2018/11/NAWMA-Strategic-Plan-2018-2025-.pdf>.

You may be pleased to know that the Uleybury Landfill recently was awarded the 2019 Landfill Excellence Award by the Waste Management and Resource Recovery Association Australia (WMRR) in late March 2019. The expert judging panel acknowledged the best practice operation of the site, along with the innovation in renewable electricity.

Should you have any further questions in addition to the above provided information, please do not hesitate to contact me.

With thanks,



Eddie Christopoulos
Collections & Processing Manager

CC: Cr Paul Little - NAWMA BMCC Chairperson
Adam Faulkner - NAWMA CEO

NAWMA Balefill Management Consultative Committee (BMCC)

Meeting #73 of the Balefill Management Consultative Committee (BMCC), held on Monday 3 June 2019 at 4.00pm

Held in the NAWMA Boardroom, 71-75 Woomera Avenue, Edinburgh

MINUTES

1 **Welcome and Apologies**

Present: Cr Paul Little (Chairman), Cr David Kerrison (City of Playford), Ms Renae Williams (City of Playford), Mr Steve Huckstepp (Resident), Mr Eddie Christopoulos (NAWMA), Mrs Charmaine Wing (NAWMA)

Apologies: Mr Adam Faulkner (NAWMA)

2 **Confirmation of Minutes.**

That the minutes of the meeting of the BMCC held 8 April 2019 are noted.

3 **Business Arising**

Nil

4 **Chairperson's Report**

Cr Little stated that upon visiting the Uleybury Landfill it was a lot cleaner visually and that hopefully it stays this way.

5 **Information Items**

5.1 **Observation Deck (report provided by NAWMA Collections and Processing Manager)**

- NAWMA is currently updating the Observation Deck with new signage and will be reopening the deck to the public in the coming weeks. The deck will be open during operation hours and will be opened and closed by the Uleybury Landfill staff. Obviously, this will be weather dependent (ie. high rain and winds).

5.2 **Future Meeting Dates**

- NAWMA is requesting the meeting dates for the BMCC be extended to quarterly or six-monthly rather than the current bi-monthly. NAWMA is of the opinion that issues and or questions should be communicated at the time of the issue rather than waiting for the next meeting. NAWMA believes that this is proactive approach of dealing with matters as they occur would have a more positive outcome for the residential community.
 - Committee disagreed with this and would like to continue with bi-monthly meetings.

6 **Environmental Monitoring**

6.1 **Environmental Monitoring (report provided by NAWMA Collections and Processing Manager)**

- Over the last 1 ½ months with the change in weather conditions there has been reports of an increase in the number of flies present.
- It has been investigated and one of the contributing factors may be that the number of flies generally increase with additional rain.
- Many steps have been taken to reduce the number of flies including:
 - Increased spraying on the bales and on top of the cell by adding an additional insecticide (Bilflex)
 - Currently exploring other additives that can be placed into the Spray including but not limited to Lavender. Lavender is recommended by the CSIRO for repelling flies and stopping infestations.
 - A logbook has also been implemented to ensure Uleybury Landfill staff are recording the times that the spray is applied.

- NAWMA has recently implemented a solar and battery powered piston pump into the leachate collection cump; located in Well One. This pump is fully automated and requires no external power sources. The Blackhawk pump is a low maintenance, long term strategy to reduce cost impact post closure.

7 General Business

- Steve Huckstepp raised the fly epidemic, the smell and the many rodents coming from the Uleybury Landfill. Steve believes that the issue arises from the amount of open working faces within the Uleybury Landfill currently. Concerned that he raised this in his last letter, but a response was not provided.
 - Eddie Christopoulos (NAWMA) advised that they are working on closing the number of open faces and covering up some in order to reduce these issues. See Investigative process in 6 – Environmental Monitoring.
- Steve Huckstepp raised the copious amounts of rubbish lining the fence lines of his property. Steve suggested that the team at the Uleybury Landfill clean up as they go to avoid the loose rubbish blowing around and is urging greater hygiene when it comes to the working area, where the trucks drop off the bales.
- Steve Huckstepp raised the safety of the access road. Steve believes it is currently unsafe to pull in off the bitumen and there are also trees blocking the view when navigating re-entering the roadway.
 - Eddie Christopoulos to investigate.
- Cr Kerrison has received complaints from residents regarding the Uleybury Landfill; particularly the rubbish, flies and smell. Upon visiting the Landfill, he was not visually impressed. Cr Kerrison questioned the baling process.
 - Eddie Christopoulos (NAWMA) explained the baling process. It is baled at the Ed North site and strapped. There were recent issues with the strapping breaking in some instances but that has now been fixed.
 - Cr Little also said the EPA initially approved a plastic film but as mentioned below it was simply not sustainable.
 - Steve Huckstepp explained that at one stage the bales were completely wrapped in a plastic, however, understands that this method was not sustainable. It was agreed by the Committee that the process is what it is but needs to be managed as per previous comments.
- Cr Kerrison advised that there is an issue with the waterway near the Archery Club. Water seems to be running out onto Medlow Road and is concerned that it is a safety hazard. Water needs to be diverted.
 - The Committee agreed for further investigation of this issue to occur.
 - Eddie Christopoulos will arrange with Cr Little and Cr Kerrison to visit on a rainy day to look at this issue to determine a course of action.

- 8 **Next Meeting:** The next meeting of the BMCC will be held on Monday 5 August at 4pm in the NAWMA Boardroom, 71-75 Woomera Avenue, Edinburgh

Meeting closed 4.30pm

Agenda Item 7.11

Report Subject:	Energy from Waste Submission	Report Author:	Chief Executive Officer
Meeting Date:	3 July 2019	Information Type:	Information report (operational, governance)
Attachments:	7.11.1 – NAWMA response to EPA Consultation Draft Position Statement: Thermal Energy from Waste activities		

Purpose of the Report

To provide the Board with an opportunity to view NAWMA's recent Energy from Waste submission in response to the EPA's Consultation Draft Position Statement: Thermal Energy from Waste activities

Background

On Monday 29 April 2019 the EPA released a Consultation Draft EPA Position Statement: Thermal Energy from Waste Activities for targeted industry and peak body stakeholder consultation.

NAWMA's Chief Executive Officer attended a Briefing Session led by the EPA with other Regional Waste Subsidiary CEO's on Thursday 6 June 2019.

Report

The Consultation Position Statement from the EPA aimed to provide clarity and certainty on the EPA's regulation of these activities, from the development proposal stage through to EPA licensing approval and operation.

The EPA welcomed comments from industry and stakeholders by 5pm Friday 21 June 2019. NAWMA's response (appended at Attachment 7.11.1) was submitted on Wednesday 19 June 2019.

NAWMA's key position in this statement is described in Point 7 of the submission;

'NAWMA is technology agnostic when it comes to EfW, however NAWMA does not support the application of the Solid Waste Levy to any EfW technology'.

RECOMMENDATION

That the Report is received and noted.

19/06/2019

Regulatory Reform Projects
Environment Protection Authority
GPO Box 2607
Adelaide SA 5001

Email: epainfo@sa.gov.au

Position Statement: Thermal energy from waste (EfW) activities; *for consultation*

NAWMA BRIEF

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

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

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

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

- Submission -

NAWMA supports the application of the waste hierarchy, source separated existing kerbside resource recovery (yellow top bin, green top bin), and the principles of a circular economy.

- 1. NAWMA supports the EPA addressing EfW and setting a policy direction (Position Statement), as this will assist with planning for waste and resource management into the future. South Australia needs a clear policy direction on this topic in order to inform strategy and possible investment**
- 2. There is an opportunity to make the Position Statement more positive; that is, what EfW should be, rather than what it should not be**
- 3. NAWMA supports the positioning of energy recovery (from waste) sitting above *treat* and *dispose* in the waste hierarchy, and acknowledges that this clearly places EfW above landfill**

4. NAWMA supports the demarcation of existing recycling activities; that is, the Position Statement protects existing feedstock currently entering material recovery facilities or organics processing facilities, and NAWMA is very much supportive of this
5. EfW and resource recovery are not competing activities, and industry does not see them as such
6. NAWMA supports the kerbside performance standard at the “front end” resource recovery of 60%
7. NAWMA is technology agnostic when it comes to EfW, however NAWMA does not support the application of the Solid Waste Levy to any EfW technology
8. To be clear, NAWMA does not support the application of the Solid Waste Levy to thermal treatment technologies as set out in the Position Statement, again noting NAWMA is technology agnostic
9. NAWMA interprets the Position Statement as applying the full Solid Waste Levy to the incoming feedstock of a thermal treatment EfW, and also the residual ash to landfill only further deteriorates the commercial viability of proven thermal treatment EfW
10. One unintended consequence is that the application of the Solid Waste levy on proven thermal technology could incentivise the introduction of less proven technology
11. NAWMA is not aware of any domestic or global jurisdiction where the full Solid Waste Levy (or equivalent) is applied to thermal treatment technologies
12. NAWMA notes the recent State Government Budget Announcement will move the Solid Waste Levy to \$140/tonne by 1 January 2020, which is a significant shift from the projected \$103/tonne
13. Application of the Solid Waste Levy and the inconsistent and unreliable increasing of the levy will not lead to confidence in the market to invest in landfill diversion technologies such as proven technology EfW
14. If a Solid Waste Levy was applied to an EfW, the Position paper does not make it clear as to whether “credits” would be available for any resources that are recovered during a pre-treatment or infeed process
15. NAWMA notes that the Position Paper is silent on the possibility of a differential Solid Waste Levy
16. As an alternative (to the application of the Solid Waste Levy), NAWMA recommends the application of “front end” kerbside performance/diversion standards (as the Position Paper has done at 60%) in combination with energy recovery efficiency standards (eg R1 Standard in the EU). The application of both performance standards will protect the current kerbside recycling systems and infrastructure, while also ensuring any EfW technology is producing electricity or process heat (or both) efficiently
17. The application of the Solid Waste Levy to thermal treatment EfW will not be commercially viable in South Australia, and the end fate of un-recoverable resources will likely remain in landfill
18. The Position Paper does not propose the application of the Solid Waste Levy to the production of Refuse Derived Fuel (RDF). The Position Paper therefore preferences RDF technology over other proven technologies

19. It is unclear where an end-use market exists for RDF in South Australia, therefore it is not clear why the Position Paper looks to preference RDF technology over other proven technologies
20. The “Purpose” of the Position Statement concludes *“In keeping with the waste management hierarchy and circular economy objectives, the combustion of waste without sufficient resource recovery is not supported”*. Given the Position Statement goes on to set a resource recovery performance of 60%, it is unclear how this Purpose Statement bridges with the application of the Solid Waste Levy to one technology and not another.

In summary, the role of Energy from Waste is to manage materials that cannot be otherwise recovered. Setting a kerbside “front end” performance standard will protect existing recycling resources, services and infrastructure. Furthermore, setting energy recovery efficiency standards will ensure the efficient generation of electricity or process heat (or both). The application of the Solid Waste Levy on energy from waste technology is not warranted or supported, and could potentially distort any future EfW market, or result in un-recoverable materials continuing to go to landfill.

- Submission ends –

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

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Agenda Item 7.12

Report Subject:	Parliamentary Inquiry into the Recycling Industry	Report Author:	Chief Executive Officer
Meeting Date:	3 July 2019	Information Type:	Information report (operational, governance)
Attachments:	7.12.1 - ERD Senate Committee Inquiry Terms of Reference 7.12.2 - ERD Committee Site Tour Agenda		

Purpose of the Report

To provide the Board with a report on the recent announcement from the Environment, Resources and Development Committee (ERD) Senate Inquiry into the Recycling Industry.

Report

On 20 May 2019 NAWMA was invited to respond to the ERD Senate Inquiry into the Recycling Industry. Refer overleaf and Inquiry Terms of Reference (appended at Attachment 7.12.1).

On 24 June 2019, NAWMA's Chief Executive Officer hosted the Presiding Member Mr Adrian Pederick MP and ERD Senate Committee at the Material Recovery Facility as part of a day-long site visit fact finding tour. Refer Attachment 7.12.2.

The terms of reference for the Inquiry are broad ranging, touching on China SWORD, funding, product stewardship and container deposit legislation (amongst other matters).

The timing of the Inquiry is surprising given the China SWORD Policy was announced almost two (2) years ago, and the current policy, reform, and strategy work currently being undertaken by State Government Departments in this space, including;

- Solid Waste Levy increases (noting this was announced after the Inquiry was launched) (EPA)
- Review into the Container Deposit Legislation (CDL) and Scheme (EPA)
- Review into Single Use Plastics (GISA)
- Consultation on Energy from Waste Position Statement (EPA)
- Drafting of the new State Waste Strategy (GISA)
- Drafting of a Food Waste Strategy (GISA)

Nevertheless, NAWMA is considered a subject matter expert and thought leader in the South Australian recycling sector, and the Inquiry does provide an opportunity to further execute our case. In particular around further investment of the waste levy fund, mandating recycled content in State Government procurement, expanding the CDL, and appropriate application of the solid waste levy.

Written submissions to the Inquiry are due by Friday 19 July 2019.

RECOMMENDATION

That NAWMA's Chief Executive Officer provide a written submission to the Environment, Resources and Development Committee (ERD) Senate Inquiry into the Recycling Industry.

ENVIRONMENT, RESOURCES
&
DEVELOPMENT
COMMITTEE
Parliament of South
Australia

Parliament House

North Terrace

ADELAIDE 5000

Mr Adam Faulkner
Chief Executive Officer
Northern Adelaide Waste Management Authority

Dear Mr Faulkner,

Recycling Industry Inquiry

Parliament's Environment, Resources and Development Committee resolved at their meeting on 13 May 2019 to conduct an inquiry into the recycling industry in South Australia. On behalf of Mr Adrian Pederick MP Presiding Member and members of the Committee I would like to invite you to provide a written submission to the inquiry.

Further information and the terms of reference for the inquiry can be obtained on the Committees website www.parliament.sa.gov.au/erdc

Please send written submissions to the Parliamentary Officer, Environment, Resources and Development Committee, preferably in PDF format by return email to ERDC.Assembly@parliament.sa.gov.au by **Friday 19 July 2019**.

Please contact me if you require further information.

Yours sincerely,



Joanne Fleer
Parliamentary Officer
Environment, Resources and Development Committee
Phone : 8237 9387





Parliament of South Australia

ENVIRONMENT, RESOURCES AND DEVELOPMENT COMMITTEE

Inquiry into the Recycling Industry

Terms of Reference

Parliament's Environment, Resources and Development Committee resolved at their meeting on 13 May 2019 to conduct an Inquiry into the recycling industry.

The terms of reference for the Inquiry are as follows:

That the Committee investigates and reports on whether a current crisis in waste management exists in South Australia as a result, at least in part, of China's National Sword Policy, with reference to:

1. How South Australia has responded to China's recent restriction on its importation of recyclable material;
2. Examining current policy and legislative frameworks (and potential for desirable reforms) that govern resource recovery, in the context of China's National Sword Policy;
3. Whether funding from the state government (including Green Industries SA funding) has been enough to support South Australian businesses and local councils affected by China's National Sword Policy;
4. Identifying short- and long-term opportunities and solutions in response to China's restriction on the importation of recyclable material;
5. Examining strategies more broadly to reduce waste generation and better managing commercial and industrial, municipal, and construction and demolition waste (and costs thereof), including, but not limited to:
 - a. Product stewardship;
 - b. Container deposit and other legislative responses;
 - c. Improved sorting and processing; and
 - d. Re-manufacturing materials locally into desirable products (including energy production) and procurement policies and practices that support the use of re-manufactured products; and
6. Any other relevant matter.

Further information can be found on the Committee website www.parliament.sa.gov.au/erdc

Submissions to the Inquiry should be received by **Friday 19 July 2019** and directed to:

The Parliamentary Officer
Environment, Resources and Development Committee
GPO Box 572
ADELAIDE SA 5000
Phone: (08) 8237 9387
Email : ERDC.Assembly@parliament.sa.gov.au



Prepared for: Environment, Resources and Development Committee

Subject: Inquiry into Recycling Industry

Purpose: Recycling /Resource Recovery Site Visit Itinerary

Date: Monday June 24th

Time: Parliament House (Mini Bus)
8.30am – 4.15 pm

Coordinator: John Phillips OAM
Executive Director KESAB
President Waste Management Resource Recovery Association (SA Branch)
Mob: +61413 877 875 E john@kesab.asn.au

Attendance: Committee In attendance
Mr Adrian Pederick MP Presiding Member Merry Brown Research Officer
Mr Nick McBride MP Joanne Flear Parliamentary Officer
Mr Michael Brown MP (Mob 0458 701 308)
Hon Tung Ngo MLC
Hon Mark Parnell MLC
Hon John Dawkins (Apology)

Hosts: Geoff Webster Board Member KESAB Mob 0400 330 313
Vice Chair KESAB *environmental solutions*
Vice Chair Waste Management Resource Recovery Association Aus.
Mike O'Reilly KESAB Public Relations Mob 0414 882 505

Itinerary: 8.30am Parliament House (*Departure*)

9.10am Scheduled arrival
Northern Adelaide Waste Management Authority (NAWMA)
Site visit location; 71-75 Woomera Ave, Edinburgh Park
Contact: Mr Adam Faulkner Mob 0409 255 421
Materials Recovery Facility (Local Government)
Kerbside processing, recycling, export, waste diversion
Depart 10.15am

10.45am

ResourceCo - SUEZ - ResourceCo

Site visit location: 150 Wingfield Rd & Wilkins Rd, Wingfield

Contact: Mr Jim Fairweather Mob 0419 809 871

Building and demolition waste reprocessing and recycling

Waste derived low calorific fuel to Brighton Cement

(Tyrecycle?)

Depart 11.45am

12.00 Noon

Visy Recycling

Site visit Location: 20 Johansson Rd, Wingfield

Contact: Paresch Chawda Mob 0413 054 374

National Recycler (commercial, recycling, export)

Depart 12.30pm

12.45 (lunch delivered to Fulton Hogan 115-119

Churchill Road North Dry Creek)

1.00pm

Fulton Hogan

Site visit location: Moss Rd, Dry Creek

Contact: Chris Pederick Mob 0408 581 937

Asphalt recycling operations

Depart 1.30pm

1.45pm

East Waste

Site visit location: Templers Ct, Ottoway

Contact: Rob Gregory Mob 0417 466 929

Innovation / technology driving and delivering efficient waste collection services

Depart 2.30pm

2.40pm

Statewide Recycling P/L

Site visit location: Duncan Ct, Ottoway

Contact: Richard Byerlee Mob 0419 710 757

Super Collector processing CDL beverage 10c deposit containers

Depart 3.15pm

3.35pm

Electronic Recycling Australian

Site visit location: Holbrooks Rd, Underdale

Contact: Andrew Wallace Mob 0422 448 217

“Un-Plug and Drop” collection and processing E waste

Depart 4.00pm

4.00 – 4.15pm

Return to Parliament House

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Agenda Item 7.13

Report Subject:	WHS Steering Committee Minutes (latest)	Report Author:	Chief Executive Officer
Meeting Date:	3 July 2019	Information Type:	Information report (operational, governance)
Attachments:	7.13.1 – Minutes of 29 May 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 Wednesday 29 May 2019. Appended (at Attachment 7.13.1) are the minutes of this meeting for the information of the Board.

At the time of writing this report, a WHS Steering Committee Meeting and WHS Plan Review Session are scheduled for Friday 28 June 2019. The CEO is available to brief the Board if desired.

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:	28/05/19			Meeting Number:	44		
Venue:	NAWMA Woomera Avenue			Secretary:	Scott Filsell			Start:	10:15am			Finish:	10:50am		
ATTENDEES	Attend	Apology	Absent	ATTENDEES	Attend	Apology	Absent	AGENDA: 1. Status of previous actions 2. New items <ul style="list-style-type: none"> • Black Text - ongoing • Red Text - New/Current items • Green Text – Completed Items 							
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	29/05/2019		Next Meeting:	25/06/19 - 10:00am		Venue	NAWMA Woomera Avenue			
Agenda Item	Issue Details			Action Required				Action By	Date Raised	Due Date	Action Completed				
1.	Review any current Incidents or issues:			Incident Reports				Scott Filsell	2/4/19	15/5/19	28/5/19				
				<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. Glove trial on Needle resistant gloves was positive. Approval granted to proceed with purchasing gloves for the pre-sorters in the MRF. • RRC Edinburgh North had a smoulder in the Waste Packer Body. Load was tipped and fire brigade attended site to extinguish. Incident Report reviewed. 				Jason Moorhouse	30/4/19	28/5/19	28/5/19				
2.	Records & Documentation			SWP Development				Jason Moorhouse Scott Filsell Thao Nguyen	11/10/17	Ongoing					
				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 											
3.	Training & Qualifications			Fire warden Training required for staff				Scott Filsell Jason Moorhouse	1/4/19	June 19					
				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. Trevor Kovarskis to be area warden trained. ASAP											

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 style="color: red;">Approval to proceed with integration for both buildings.</p>	<p>Scott Filsell Jason Moorhouse</p> <p style="color: red;">Scott Filsell</p>	<p>25/9/18</p> <p style="color: red;">23/4/19</p>	<p>April 2019</p> <p style="color: red;">30/6/19</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 	<p style="color: red;">Scott Filsell</p>	<p style="color: red;">11/10/17</p>	<p style="color: red;">Ongoing</p>	
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>	<p style="color: red;">22/5/18</p>	<p style="color: red;">Ongoing</p>	
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. • Lock & warning signage fitted to pit. • Look into installing Ventilation to pit. 	<p style="color: red;">Scott Filsell Jason Moorhouse</p> <p style="color: red;">Scott Filsell Jason Moorhouse</p>	<p style="color: red;">23/10/18</p> <p style="color: red;">2/4/19</p>	<p style="color: red;">12/2/19</p> <p style="color: red;">TBA</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>Scott Filsell Danial Dunn Eddie Christopoulos Jason Moorhouse Adam Faulkner</p>	<p>24/7/18</p>	<p>Ongoing</p>	

WHS STEERING GROUP MEETING MINUTES

WHS KEY PILLARS

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



			<p><u>Review of any NHVL breaches</u></p> <ul style="list-style-type: none"> • SUEZ had a Vehicle come to Edinburgh North site overweight. According to their vehicle scales vehicle was within limits. Incident report completed from SUEZ. Further details were obtained e.g. run sheet • RRC Customer came to site with a load of rubble. Went over the weighbridge and was overloaded. Overloaded vehicle report completed. Details to be sent to customer & letter regarding their NHVL responsibilities as the vehicle owners. 	All	14/5/19	28/5/19	28/5/19
				Scott Filsell	21/5/19	31/5/19	
9.	Emergency Procedure	PPE Requirements of NAWMA Sites	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 sites to be tool boxed & staff supplied with safety glasses	Scott Filsell	12/4/19	31/5/19	
10.	Records & Documentation	WHS Site Inspections/Checklist	Daniel 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. Outstanding items are signs to be replaced on boom gates at Pooraka RRC.	Scott Filsell	23/4/19	31/5/19	
11.	Records & Documentation	WHS Plan & Programs	Review WHS Plan and Programs, prioritise actions and close out completed actions. Schedule time for review following next WHS Steering Group meeting. Meeting request sent out.	All	16/5/19	25/6/19	
12.	Records & Documentation	WHS Policy	Review NAWMA WHS Policy, propose using the LGA WHS policy and adopt as required. Approved - awaiting copy of the policy from Scheme WHS consultant.	All	22/5/19	25/6/19	
13.	Records & Documentation	Overloaded Vehicle Procedure	Propose Design & Implement One Page flow chart for Procedure. Approval to design and use one pager flowchart.	Scott Filsell	21/5/19	25/6/19	
14.	Records & Documentation	Vehicle Pedestrian Interaction	Highlight Fatality incident at a NSW Landfill. Worker has died as a result of being struck by a Loader and buried under material. Toolbox workers strengthening their requirement to stay at a safe distance from vehicles. 3m for Forklifts & 10m for Loaders. Review of current signage required, staff to be tool boxed and watch video of incident to help make more aware of the dangers. Loaders to be checked for hi-visibility LED lights when operating.	All	27/5/19	28/5/19	
15.	Maintenance & Housekeeping	Observation deck at Landfill site	Carry our Risk Assessment on current condition of the structure and suitability of use.	Scott Filsell Jason Moorhouse	28/5/19	25/6/19	

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Agenda Item 8.1

Report Subject:	Variation to Board Meeting start times	Report Author:	Chief Executive Officer
Meeting Date:	3 July 2019	Information Type:	Decision report (governance)
Attachments:	Nil		

Purpose of the Report

To allow the Board the opportunity to discuss a variation to the start time of future Board Meetings.

Background

At the recent meeting of the CEO Performance and Development Committee, the Committee requested a discussion be raised for an earlier start time for future Board Meetings.

Report

NAWMA Board Meetings have been scheduled for 5.00pm for the 2019 calendar year, as has been practice historically. This report seeks to vary the start time from 5.00pm as current to a 4.00pm start time. The earlier commencement of the meeting will allow further time for robust discussions at Board-level, including allocating time at each Board Meeting to discuss strategy, risk and opportunities.

RECOMMENDATION

That the Board confirm a variation to the current Board Meeting start times, with all future Board Meetings to be scheduled for 4.00pm.

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Agenda Item 8.2

Report Subject: Strategy Workshop	Report Author: Chief Executive Officer
Meeting Date: 3 July 2019	Information Type: Decision report (strategic, governance)
Attachments: Nil	

Purpose of the Report

To provide the Board with the details of the proposed upcoming NAWMA Board Strategy Workshop.

Background

The NAWMA Board last held a Strategy Workshop in March 2018. This workshop assisted NAWMA in the development of the 2018-2025 Strategic Plan, which was adopted in September 2018.

Report

This Strategy Workshop will focus on the Roadmap contained within the 2018-2025 Strategic Plan and will take place before the scheduled 19 September Board Meeting. It will also provide an opportunity to flesh out the strategic and commercial “crowding” that will occur around 2025, including;

- Landfill nearing closure
- Post landfill technology solution commissioning
- Collection contract finishes
- Organics processing contract finishes
- Lease expires at Bellchambers Road
- Last three (3) years of Research Road Lease

NAWMA Management propose the following timing:

Thursday 19 September 2019

Strategy Workshop: 4.30pm – 6.00pm

Board Meeting: 6.00pm – 7.00pm

A light working dinner will be provided during the evening.

RECOMMENDATION

That the Board support the proposal of a Strategy Workshop to take place on Thursday 19 September at 4.30pm prior to the scheduled Board Meeting