



Annual Report

2020-2021

Recovered glass fines are being used as an aggregate and sand substitute in civil applications with some 13,000 tonnes per annum being redirected from landfill and used in roads, pipe bedding, and asphalt. Trials have taken place with City of Playford at Smith Creek Path and with City of Salisbury at Carisbrooke Walking Trail.



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Our Mission & Objectives



About NAWMA

Northern Adelaide Waste Management Authority (NAWMA) provides local waste management and resource recovery services and infrastructure of global significance. We do this on behalf of our Constituent Councils; City of Salisbury, City of Playford and Town of Gawler.

Mission

To deliver world-class recycling and waste management services to our Constituent Councils, and Client Councils.

Objectives

Objective 1: Achieve best practice in diversion of waste from landfill

Performance indicators:

- All Constituent Council households to have a three-bin system by 2020 (deferred until 2021/2022)
- Increase kerbside diversion from 45% to 70% by 2023
- Reduce the contamination rate of the kerbside recyclables bin to less than 10% by 2023

Objective 2: Advocate and facilitate a circular economy

Performance indicators:

- Recycle 100% of yellow-lid bin (household recycling) recovered material in Australia by 2020, (and only access international markets where domestic markets are not available or commercially viable)
- Engage with Constituent Councils to encourage the purchasing back of half (by weight) of their kerbside recovered recyclables in the form of sustainable procurement by 2023

Objective 3: Maintain cost-effectiveness in service delivery

Performance indicators:

- Reduce cost per Serviced Entitled Premise by 5% by 2023 (allowing for LGPI/CPI indexation, and excluding State Government Solid Waste Levy)
- Reduce cost per Constituent Council by 5% by 2023 (allowing for LGPI/CPI indexation, and excluding State Government Solid Waste Levy)
- Efficiently manage the life of the Uleybury Landfill, while investigating landfill alternative technologies in readiness for post-closure

Report from the Independent Chairman

In 2020-2021 NAWMA has aimed to deliver a high level of services to our Constituent Councils and residents where, consistent with many other organisations, we have continued to feel the effects of the global pandemic. More people working from home, and changing purchasing and consumption habits, has resulted in a substantial increase in the volume of household waste and recyclables collected at the kerbside.

We also experienced unprecedented participation in other NAWMA service offerings including our hard waste service, Resource Recovery Centres, and information accessed through our website and customer service centre.

NAWMA recorded an operating surplus of approximately \$1.8M, which was a substantial improvement from the adopted (deficit) Budget Position and subsequent Budget Revisions. The turnaround in the operating position for the financial

replacement, and sustainability targets, strategic capital projects and continuing to improve already high service delivery standards to our Constituent Councils.

Noteworthy from the Financial Year, NAWMA also successfully lobbied for, and secured, a grant funding envelope of \$7.96M from Federal and State Government for an advanced Paper Polishing Plant (a secondary sorting facility to sort out impurities from paper and cardboard recovered from resident's



NAWMA's announcement of a grant funding envelope of \$7.96M from Federal and State Government for an advanced Paper Polishing Plant.

year was a result of clear austerity and revenue boosting strategies crafted by our Chief Executive Officer and Management Team, working in lockstep with a very constructive and decisive NAWMA Board. The welcomed and sustained commercial improvement from selling sorted recyclables (particularly paper and cardboard) assisted in the final end of year result. This positive operating result allows our Administration to focus on asset renewal,

yellow top bins). The Plant, once finally designed, constructed, and commissioned will consolidate NAWMA's leadership position in Australia's emboldening circular economy. From a local perspective, the Plant will help to secure the future of our kerbside yellow-lid bin system, while creating a potential 60 construction jobs and further on-going employment opportunities for the Northern Region.



The Uleybury Balefill and Renewable Energy Park is set to close in circa 2025-2027.

In terms of governance, the NAWMA Board and Audit Committee continued to provide leadership and guidance to the organisation, with two (2) joint meetings throughout the year providing opportunity for collaboration and beneficial discussion. With a strong focus on the future, the Board established a Project Advisory Group that were charged with investigating options available for red-lid bin (non-recyclable) waste for when the Uleybury Balefill and Renewable Energy Park is closed in circa 2025-2027.

The Group met on many occasions throughout the year and took part in specialised sub-groups and workshops to accelerate the thinking of this initiative. The Group is comprised of NAWMA Board representatives, Constituent Council Executives, and highly skilled independent parties that specialise in technical/environmental, procurement, probity, social licensing and community consultation, under the leadership, dynamism and facilitation NAWMA's Chief Executive Officer Adam Faulkner, and through a Terms of Reference administered by myself (as Chairperson).

The package of work has progressed considerably in this financial year, with our sights firmly set on the introduction of community discussions within the next twelve (12) months.

As always, I take this opportunity to thank a number of important stakeholders – the NAWMA

Board for their continued guidance, leadership and astute decision making, our Constituent Councils (Mayors, Elected Members, Chief Executives and Administration) who provide very strong support and trust to our organisation as well as the NAWMA Audit Committee, and NAWMA Project Advisory Group for their valued work in 2020-21.

Finally, on behalf of all of the above who are involved, govern and advise NAWMA, I want to thank, our outstanding Chief Executive Officer Adam Faulkner and his excellent administrative team and our staff for the enormous efforts and application of their expertise to make the success that is NAWMA. We are fortunate to have such a quality team working with us for our Councils and communities.



Brian Cunningham
Independent Chairman

I look forward to another successful year in 2021-2022 continuing to deliver our Strategic Plan outcomes and I commend to you the 2020-2021 Annual Report.

Report from the Chief Executive Officer

Above all I take the opportunity provided by this Chief Executive Officer FY21 Annual Report to thank my team, the Chairperson and Board, and Constituent Council Mayors, Elected Members and Executive for their unwavering support of NAWMA in achieving our environmental, economic, and legislative objectives.

During a financial year intersected by a 1 in 100-year global pandemic, NAWMA successfully delivered high quality essential household waste and recycling services and operated five (5) fully functioning sites and facilities, almost entirely uninterrupted.

NAWMA exists to execute the waste management, recycling, and circular economy ambitions, strategies and initiatives of the City of Salisbury, City of Playford, and Town of Gawler, under the auspice of NAWMA's Board.

Through the application of NAWMA's Strategic Plan (2018-2025), the 2020-2021 Annual Business Plan, and FY21 adopted Budget (including revisions), I am pleased to point to the following successes delivered through a challenging 12 months, including:

- A reduction in the percentage of NAWMA's operating revenues contributed by Constituent Councils
- A continued and further increase in waste diverted from landfill
- A sustained increase in participation in the (opt-in) household food organics garden organics (FOGO) bin service, including further support from Constituent Councils of NAWMA's Board adopted position to remove the price-point of the FOGO bin
- The commissioning of a polystyrene recycling machine through to production of a marketable product
- Unparalleled uptime of plant and equipment; particularly impressive from the Waste Processing Facility which utilises an aging waste-baler asset to process 60-70,000 tonnes of red-lid bin waste each year
- Operating surplus of 4% positive against adopted Budget, which allows for pursuit of strategic projects, asset renewals, and long-term financial plan provisioning
- Significant improvement of Net Financial Liabilities Ratio to 29% (meaning a further strengthening of NAWMA's fiscal capacity over the reporting period(s))

- 100% WH&S Reporting Achievement as determined by the Local Government Workers Compensation and Mutual Liabilities Scheme
- Development and implementation of a Resident Engagement Strategy which investigated bin frequency and collection flexibility to determine forward service standards and responsible bin behaviour campaigns
- All time high website interactions and Customer Service Team conversations
- Very high levels of satisfaction as determined by independent staff satisfaction survey
- High (self-assessed) performance reported by Board and Audit Committee
- NAWMA in-house employees increased from 26 to 35, with an overall number near 100
- Accelerated but prudent conceptual due diligence on landfill alternative options for the NAWMA Region to maintain control of red-lid bin waste management into the future, and integration with the broader eco-precinct and sustainability agenda of City of Salisbury, City of Playford and Town of Gawler

During a time that has never been more uncertain, NAWMA has handled more volume of waste and recyclables by more employees than ever before in our proud history. This can only be achieved through careful and considered execution of strategy and a stable Board and Executive.

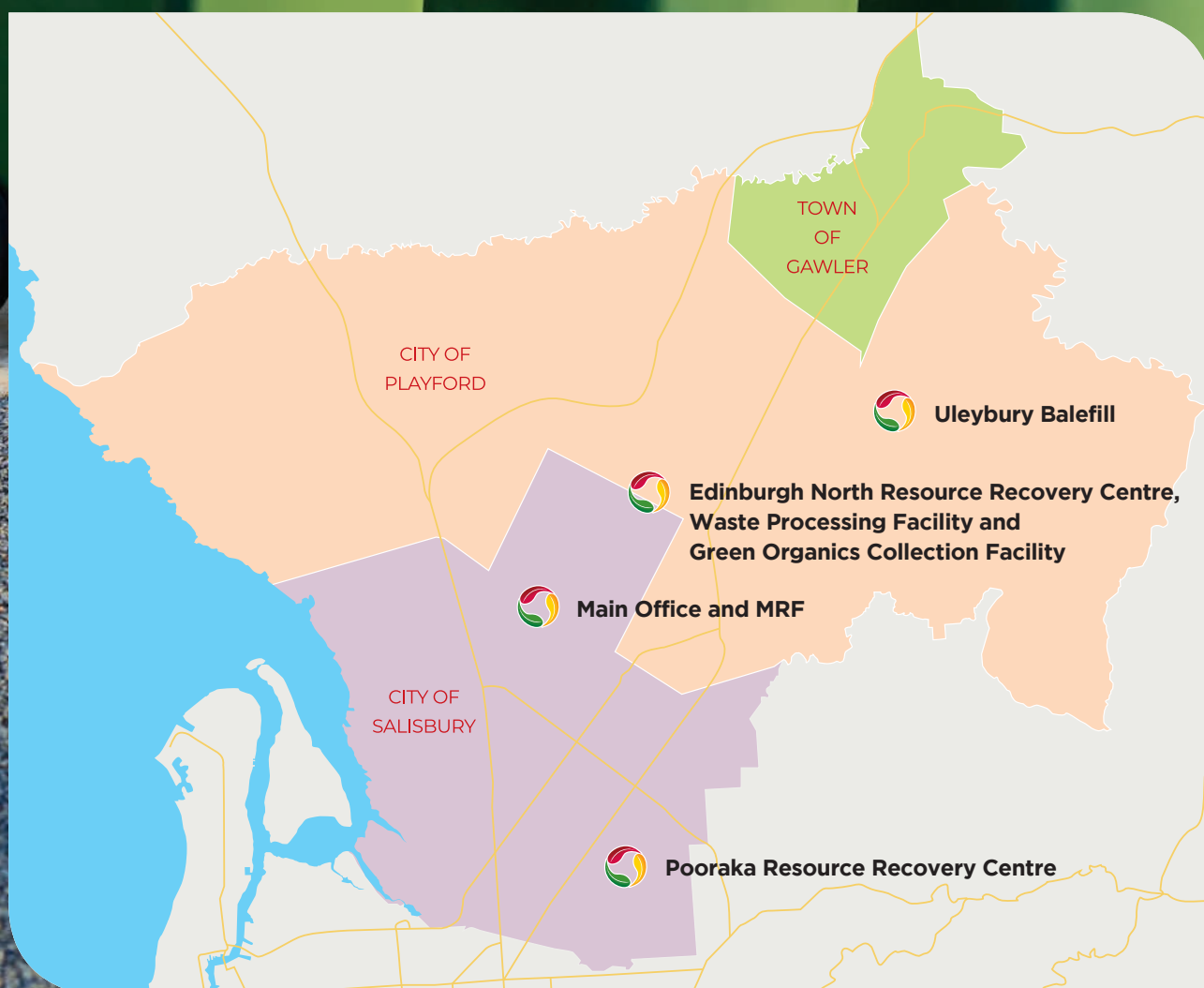


Adam Faulkner
Chief Executive Officer

Across every metric, 2020-2021 has been a success for NAWMA. I look forward to what is on-foot for FY22 and beyond.

NAWMA

Northern Area Services Map



NAWMA

Governance

NAWMA is administered by a Board in accordance with the requirements of the Local Government Act (1999), the NAWMA Charter and various other policies. The Board is responsible for the overall governance, management and strategic direction of the Authority.

The Board meets five (5) to six (6) times each financial year, and drives organisational performance to deliver efficient, best practice services and facilities to our Constituent Councils.

As defined by the NAWMA Charter, the membership of the Board comprises of ten (10) Directors -three Directors appointed by each of the Constituent Councils, and one independent person appointed by the Board who acts as Chair.

The Board appoints a Chief Executive Officer who is responsible for implementing the decisions made by the Board and the day-to-day operations of the Authority.

The Board held five (5) formal meetings over the 2020-2021 financial year, in addition to several other matters being resolved by Circular Resolutions out of Session. The table below details Board Member attendance at the six meetings.



Mr Brian Cunningham
**Independent
Chair**
5 of 5 meetings



Cr Paul Koch
**Town of Gawler
Deputy Chair**
5 of 5 meetings



Mr Sam Green
City of Playford
5 of 5 meetings



Cr Shirley Halls*
City of Playford
2 of 2 meetings



Ms Grace Pelle^
City of Playford
0 of 1 meetings



Cr Clint Marsh#
City of Playford
3 of 4 meetings



Cr David Kerrison
City of Playford
1 of 2 meetings



Mr Charles Mansueto
City of Salisbury
4 of 5 meetings



Cr Julie Woodman
City of Salisbury
5 of 5 meetings



Cr Graham Reynolds
City of Salisbury
5 of 5 meetings



Mr Henry Inat
Town of Gawler
4 of 5 meetings



Cr Paul Little
Town of Gawler
1 of 5 meetings

Deputy Board Directors

Deputy Board Directors		Meetings
Cr Shirley Halls*	City of Playford	
Cr Clint Marsh#	City of Playford	
Cr Diane Fraser	Town of Gawler	2 of 2
Mr Jack Darzanos	Town of Gawler	
Cr Shiralee Reardon	City of Salisbury	
Mr John Devine	City of Salisbury	
Cr Kylie Grenfell	City of Salisbury	

Note: Deputy Board Directors attend meetings only as required.

*Cr Shirley Halls represented City of Playford as a Board Director until November 2020, then continued as a Deputy Board Director.

^Ms Grace Pelle represented City of Playford as a Board Director until November 2020.

#Cr Clint Marsh represented City of Playford as a Deputy Board Director until November 2020, then continued as a Board Director.

Audit

In accordance with the requirements of the Local Government Act (1999), NAWMA has an established Audit Committee.

The functions of the Committee include:

- monitoring the integrity of NAWMA's financial statements, including its annual report, reviewing significant financial reporting issues and judgements which they contain;
- reviewing the adequacy of NAWMA's accounting, internal auditing, reporting and other financial management systems and practices on a regular basis; and

- reviewing and providing recommendations to NAWMA on the sustainability of its financial performance and proposals with respect to debt levels included in the strategic management plans and, in particular, the long-term financial plan.

The membership of the Audit Committee consists of six (6) members, three (3) members who are independent members (including the Chair), two (2) members who are NAWMA Board Directors, and the NAWMA Board Chair as an Ex-Officio member.

The Audit Committee held four (4) formal meetings over the 2020-2021 financial year, in addition to several other matters being resolved by Circular Resolutions out of Audit Meeting frequency. The table below details Audit Committee Member attendance at these meetings:

Technical Working Group

NAWMA's Technical Working Group (TWG), comprised of an Executive from each Constituent Council, meets ad-hoc to discuss any operational or strategic matter that has arisen for the Authority.

The membership of the Technical Working Group is based upon skillset, and various Constituent Council Executives are called upon determined by the matters at hand.

Constituent Council Chief Executive Officer Roundtable

NAWMA's Independent Chairman held eight (8) formal meetings of the Constituent Council CEOs to discuss strategic matters and facilitate collaboration in service delivery during 2020/2021. The roundtable meetings are assisted by the NAWMA Chief Executive Officer as a subject matter expert.

Project Advisory Group

NAWMA's Project Advisory Group (Industry Attraction (Energy)) was established to accelerate due diligence into options for the disposal/processing of household non-recyclable waste once Uleybury Landfill is closed.

The Project Advisory Group worked under a Board Endorsed Terms of Reference Chaired by NAWMA Independent Chairperson and led by NAWMA's Chief Executive Officer. The Group met formally on five (5) occasions, with many more meetings occurring in sub-group disciplines of technical, environmental, legal, financial and social.



Mr Mark Labaz
Independent Chair
4 of 4 meetings



Ms Claudia Goldsmith
Independent Member
4 of 4 meetings



Mr Craig Johnson
Independent Member
4 of 4 meetings



Mr Charles Mansueto
Board Director
4 of 4 meetings



Cr Graham Reynolds
Board Director
4 of 4 meetings



Mr Brian Cunningham
Ex-Officio Member
4 of 4 meetings

The Audited Financial Statements for the year ended 30 June 2021 are provided from page 20.

Resource Recovery

Resource Recovery Centres



NAWMA operates two Resource Recovery Centres (RRCs) within the northern community, which are open to the public and small commercial contractors seven days a week.

NAWMA's Edinburgh North Resource Recovery Centre continues to provide several important resource recovery services. The facility houses:

- A drive-through undercover Resource Recovery Centre for materials recovery,
- A Salvage and Save retail outlet operated by a not-for-profit group in association with NAWMA, with this outlet providing employment for the community and reuse of valuable household resources; and
- A recycling service for bottles and cans operated by Scouts SA.

Working in conjunction with Green Industries South Australia (GISA), a household chemical and

paint drop-off area is open to all South Australian residents and increases options for disposal of household volumes of these materials. The free service operates seven days a week.

In addition to the Edinburgh North Resource Recovery Centre, NAWMA operates and manages the Pooraka Resource Recovery Centre that was historically managed by City of Salisbury. In conjunction with site owner City of Salisbury, NAWMA have committed to the commencement and significant completion of an upgrade of the site. NAWMA has recently received Development Approval for the works and will deliver a contemporary site with high customer usability and transport efficiencies in FY21-22.

The NAWMA operation of two (2) Resource Recovery Centres provides consistent messaging and harmonised pricing structures for the region. Following are details of combined operations of the two Resource Recovery Centres for the year ended 30 June 2021:

Over 123,000 customers

accessed the facilities delivering green waste and general waste

Over 13,000 tonnes

of material were transported to an alternative fuels facility

Over 6,000 mattresses

were recovered and recycled

Over 4,000 tyres

were collected and recycled

Over 65 tonnes

of paint were disposed of safely

Each Year **NAWMA...**



Delivers services to
more than

110,000

households within
the Cities of Salisbury
and Playford and the
Town of Gawler



Generates

10,000

MWh of electricity to
power 1,900 SA homes
from Australia's first landfill
gas and solar power plant
at a landfill site.



Recovers

32,000

tonnes of organic
material which is sent
for composting in South
Australia



Sends

56,000

tonnes of waste to
Uleybury balefill



Provides
employment
for nearly

100

people



Sorts

60,000

tonnes of recyclables



Provides more than

37,000

hard-waste services

Resource Recovery

Material Recovery Facility (MRF)

NAWMA operates its own Material Recovery Facility (MRF) processing yellow-lid kerbside bin recyclables from residents in NAWMA's Constituent Council areas. The MRF also processes other Councils' recyclables, covering almost half of South Australian households.

Our world-class, best practice facility sorted more than 60,000 tonnes of kerbside recyclables during 2020-2021, meaning NAWMA was able to produce high quality finished goods such as paper, plastics, glass, aluminium, and steel. These products were marketed locally, interstate and internationally. Economically, the MRF provides jobs to more than 50 employees and a revenue stream to offset some of the costs associated with collecting and sorting

The recovered glass fines are being used as an aggregate and sand substitute in civil applications with some 13,000 tonnes per annum being redirected from landfill and used in roads, pipe bedding, and asphalt. Trials have taken place with City of Playford at Smith Creek Path and with City of Salisbury at Carisbrooke Walking Trail, with positive feedback seen from all involved parties.



City of Salisbury Carisbrooke Walking Trail.

the recyclables. At a time when the recycling industry was severely challenged, a two-shift five-workday team of 20+ sorters per shift, processed kerbside recyclables from NAWMA's Constituent Councils, in addition to material received from more than 26 Councils from both metropolitan and regional South Australia.

A highlight for the MRF this financial year was the work on developing downstream (onshore) markets for glass fines (small glass fragments not suitable for recycling back into glass bottles).

NAWMA was also successful in obtaining Federal and State Government funding to establish an advanced Paper Polishing Plant to continue the drive to create jobs through advanced (re)manufacturing in the northern suburbs.

The Plant, once established, will allow NAWMA to maximise the value of recovered paper and cardboard from yellow-lid kerbside recycling bins and meet new quality benchmarks.

Resource Recovery Material Recovery Facility (MRF)



NAWMA's Glass Fines Recovery Plant
recovers approximately

13,000 tonnes

of glass fines per annum which is redirected from
landfill and used in roads, pipe bedding, and asphalt.

Resource Recovery

Food and Garden Organics

NAWMA's Food and Garden Organics (FOGO) collection is an opt-in service for the residents of our three Constituent Councils. The service continues to grow in popularity with more than 68,000 FOGO bins currently in service, with an overall participation rate of almost 61%.

Kerbside collected organic material is transported to our Edinburgh North facility by SUEZ (NAWMA's kerbside collection contractor) using side-loader vehicles, specifically designed for the kerbside collection of bins.

The material is stored short-term at this location before being bulk hauled by sealed vehicles to one of Peats Soils & Garden Supplies' facilities.

The material is processed by Peats into mulch and compost products.

Many of these products are used in large-scale operations such as vineyards and market gardens.

This financial year:




Peats processed
more than
25,000 tonnes
of kerbside household
collected material

7,000 tonnes
of material were sent for
processing via NAWMA's
Resource Recovery Centres

The following table outlines the kerbside (household) tonnes collected and diverted from landfill for the 2020/2021 financial year:



2020/2021 Tonnes Collected for our Constituent Councils

	 Waste	 Recycling	 FOGO	TOTAL	Diversion
City of Playford	20,370	6,931	6,603	33,905	39.92%
City of Salisbury	30,965	9,904	15,824	56,693	43.38%
Town of Gawler	5,270	1,743	2,618	9,631	45.29%
Total (Tonnes)	56,605	18,578	25,046	100,229	43.53%

Did You Know?



- Free hard waste drop-off or collection services are available for residents of Salisbury, Playford and Gawler councils.
- Free trailer hire is available for residents of Salisbury, Playford and Gawler councils to use in conjunction with a hard waste drop-off service.
- A wide variety of items that can't be recycled via the yellow-lid recycling bin can be recycled at NAWMA's two Resource Recovery Centres, for example: liquid paint, x-rays, rigid polystyrene, used cooking oil and electronic waste.
- NAWMA offers residents, and people working with residents, from its Constituent Councils, free tours of its operational sites and Education Centre.

- In 2018, NAWMA's Material Recovery Facility (MRF) won a Local Government Professionals Australia award for 'Excellence in Environmental Leadership and Sustainability'.
- A 100kW solar system is installed on the roof of the Material Recovery Facility in Edinburgh.
- After receiving Green Industries SA grant funding, NAWMA introduced a paper and plastics detecting robot and a Glass Fines Recovery Plant into its MRF to increase recovery of recyclables.
- Residents can request a range of services including bin repairs online via NAWMA's website.

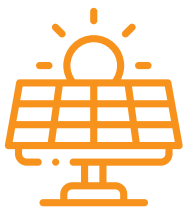
- NAWMA's Edinburgh North Resource Recovery Centre hosts a Community Chemical & Paint Drop-off facility where residents can dispose of hazardous household items for free, seven days a week.
- NAWMA's Uleybury Balefill and Renewable Energy Park won the Landfill Excellence category of the 2019 Australian Landfill and Transfer Stations Awards.
- Food waste is accepted in the green-lid Food Organics and Garden Organics bin (FOGO), which is then composted along with garden waste.
- NAWMA's two Resource Recovery Centres are open every day of the year with the exception of New Year's Day, Good Friday, ANZAC Day and Christmas Day.

Uleybury **Balefill (Landfill)** and **Renewable Energy Park**

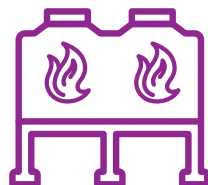


NAWMA's Uleybury Balefill and Renewable Energy Park is the first combined solar – landfill gas farm of its type in Australia and continues to generate power for the local community. The power is generated using over 11,000 solar panels and gas extracted from 18 vertical wells and a network of horizontal wells in the active cell area. NAWMA, with its South Australian partner Joule Energy, has committed to turning a once untapped waste product into a resource.

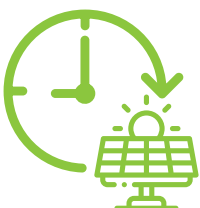
The following outlines the power generation and gas consumption during the financial year:



Over 1.6M kilowatt hours of power exported to the power network from solar panels



Over 8.2M kilowatt hours of power exported via the gas turbine engine



Solar power run time peaking during the month of November 2020 with 370 run hours



Over 3.2M cubic metres of landfill gas used as energy to power the gas turbine engine

The accumulated total power generation close to 10M kilowatt hours

Seventy-six thousand tonnes of material were deposited at the Uleybury Balefill in 2020-2021. 56,000 of these tonnes were processed and baled at NAWMA's Edinburgh North Waste Processing Facility (WPF).

After baling, on average, more than 200 bales of material are moved to Uleybury each day by our transport partner. Placement of bales in Cell 3 (the final cell) started in 2016 with revegetation of the site (Cells 1 and 2) well underway. Life after the Uleybury Balefill is currently being investigated, with several options being subject to thorough

due diligence and discussions with the Board and Constituent Councils.

The Balefill Management Consultative Committee (BMCC), chaired during the year by Cr Paul Little (Town of Gawler), continues to meet bi-monthly as necessary. The Committee provides nearby residents, Councils, the Environment Protection Authority and NAWMA the opportunity to discuss topics relating to the Uleybury site and its operations, with meeting minutes and supporting documents also distributed to nearby residents and Council.

Resource Recovery Hard Waste Service



NAWMA continued to operate a hard waste service for all three Constituent Councils during the 2020/2021 financial year.

The service proved very popular with it being accessed approximately 37,000 times across the three Councils, almost a 23% increase to the previous financial year.

The at-call collection service provides a reduction in wait time and allows residents to have their hard waste collected at a time convenient to their needs. The service level for collections is complemented by a SMS “voucher” message drop-off system for hard waste presented to either Resource Recovery Centre.

The SMS message voucher system is a real-time system that allows residents to be sent a unique voucher number while on the phone to the NAWMA Customer Service Team.

Almost 13,000 vouchers were redeemed in 2020-2021. Material collected as part of the hard waste services also provides employment benefits for the broader community. Examples of this include that recovered:

- e-waste is recycled via an accredited scheme running nation-wide
- metal is recycled via Sims Metal, based in Adelaide
- mattresses are recycled by a small local company, collecting re-usable material from each mattress with any non-recoverable material going to an alternative fuels facility

Residual material recovered via the voucher system is recycled where possible by being sent to an alternative fuels facility

NAWMA also offers a free trailer-hire service for residents of the City of Salisbury, City of Playford and Town of Gawler who have hard waste items to recycle, but no access to their own trailer.

Residents can borrow a 6x4 caged trailer from either of NAWMA’s two Resource Recovery Centres to transport hard waste as part of their drop-off service, and this service was very popular throughout the 20/21 financial year.

Education and Community Engagement



NAWMA's community engagement activities continued throughout the 20/21 financial year albeit with interruption due to COVID-19 restrictions impacting on the face-to-face activities that would normally occur.

During the period, particularly during lockdown, more emphasis was given to online communication and for the first time, virtual tours were conducted via Zoom. Our Facebook page also became a much-used tool for providing messaging to a wide audience and by the end of the financial year, posts had reached more than 20,000 people. Two (2) new videos were also launched, which focussed on the Glass Recycling Plant and the Max-AI AQC robot that was installed to help sort residents' yellow-lid bin recyclables. Communications around NAWMA's major projects and new initiatives were also undertaken to ensure consistent messaging to Constituent Councils and the community, as well as media channels.

A major undertaking during the period was the *Resident Engagement Strategy* where more than 450 households were doorknocked in three suburbs across NAWMA's Constituent Councils. From December 2020 to June 2021, a community survey was also conducted in parallel with the Resident Engagement Strategy, in which more than 3,900 community members participated.

Engaging with residents on such a large-scale resulted in NAWMA receiving a significant amount of feedback regarding the kerbside household bin collection service. For example, householders had

varying bin needs and provided direct feedback on the preferred bin sizes, frequency of collections, and the number of bins per household.

The responses from the Resident Engagement Strategy and survey will inform NAWMA's views on more flexible bin options for householders rather than a 'one size fits all' approach (subject to consultation and approval from Constituent Councils).

Once the pandemic restrictions lifted, our regular face-to-face activities resumed with lower numbers to abide with social distancing. Our Education Centre and Materials Recovery Facility (recycling plant) tours extended to community members and groups including TAFE and university groups. Many presentations were given to various groups within the NAWMA region.

We also launched our mobile display boards and were able to visit libraries, shopping centres and community centres.

The ongoing update of web-based and hard copy resources ensured correct and contemporary information was presented to the community as services evolved and new information and terms started to become commonplace, for example: 'compostable' products.

Education and Community Engagement



NAWMA Education Centre
12 January

If you have collected your household recycling in a plastic bag, you must take the items out of the bag when you place them into your yellow-lid recycling bin otherwise they cannot be recycled. All items must be placed loose into the yellow-lid recycling bin. <https://www.nawma.sa.gov.au/contamination-is-costly/>

Please don't bag your recyclables - keep them loose in your recycling bin.

Household Recycling

www.nawma.sa.gov.au **NAWMA**

Welcome to NAWMA's Food and Garden Organics (FOGO) service.

All of the material that you place into your green-lid FOGO bin will be collected and sent to our composting partner - Peats Soil & Garden Supplies. The soil improvement products they make will be used on gardens, market gardens, vineyards and farms around South Australia. This is why it is very important that only compostable items are placed into your FOGO bin. Please use the poster overlay as a reminder of what should be put into the FOGO bin.

If you have any questions, please call NAWMA on 8259 2100.

NAWMA



NAWMA's Customer Service



Online Chat facility to launch in 2022 enabling residents instant access to Customer Service.

2020/2021 was an extremely challenging but rewarding year for the NAWMA Customer Service Team. The focus of the year was creating efficiencies despite the knock-on effects of the pandemic, whilst still maintaining a professional and seamless high-level service to the residents of our Constituent Councils.

We continued to monitor our service through feedback questionnaires and had over 800 participants, which is a vast improvement on previous financial years. More importantly, and a credit to our team, is that 90% of participants rated us either a 4 or 5 (out of 5) for our level of service. Whilst there is always room for improvement, our team is extremely proud of this result and will use this as a motivator to continue the work we have been putting into this area.

The Customer Service Team interacted with our community over 92,000 times in FY21, with almost 70% of these interactions being by phone and 30% being by email. Despite the lockdown and restrictions, we still received record numbers of hard waste collection and voucher requests, evidencing that this service is extremely well received by the community.

Technology is continually being reviewed, and FY21 was no exception. We trialed our online chat functionality and are looking forward to making this a permanent fixture throughout FY22. In conjunction with the online chat function, we are commissioning a new cloud-based phone system which will transform the experience for our residents.

The system will allow us to be more flexible and to capture data about the types of calls we are receiving on a regular basis. The data captured will be invaluable to the development of our team and services and will assist us in a collaborative approach towards the most effective ways in which we communicate with residents. The result will be an engaging platform that enables us to communicate with our residents on all levels and deliver the type of services that are most wanted.

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Gawler



NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY

**ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 June 2021**

CERTIFICATION OF FINANCIAL STATEMENTS

I have been authorised by Northern Adelaide Waste Management Authority to certify the financial statements in their final form.
In our opinion:

- the accompanying financial statements comply with the *Local Government Act 1999, Local Government (Financial Management) Regulations 2011 and Australian Accounting Standards*.
- the financial statements present a true and fair view of the Authority's financial position at 30 June 2021 and the results of its operations and cash flows for the financial year.
- internal controls implemented by the Authority provide a reasonable assurance that the Authority's financial records are complete, accurate and reliable and were effective throughout the financial year.
- the financial statements accurately reflect the Authority's accounting and other records.


John Phillips
Acting Chief Executive Officer


Brian Cunningham
Chairperson

Date: 22/10/21

STATEMENT OF COMPREHENSIVE INCOME
for the year ended 30 June 2021

	Notes	2021 \$'000	2020 \$'000
INCOME			
User charges	2	45,571	38,644
Investment income	2	240	210
Reimbursements		-	-
Other	2	115	4
Total Income		45,926	38,858
EXPENSES			
Employee costs	3	3,827	3,042
Materials, contracts & other expenses	3	36,523	33,754
Finance costs	3	512	529
Depreciation, amortisation & impairment	3	3,250	2,841
Total Expenses		44,112	40,166
Operating Surplus / (Deficit)		1,814	(1,308)
Asset disposal & fair value adjustments	3	-	(48)
Amounts received specifically for new/upgraded assets		77	1,525
NET SURPLUS / (DEFICIT)		1,891	169
Other Comprehensive Income			
Changes in revaluation surplus - property, plant & equipment		-	-
Total Other Comprehensive Income		-	-
Total Comprehensive Income		1,891	169

This Statement is to be read in conjunction with the attached Notes.



STATEMENT OF FINANCIAL POSITION

for the year ended 30 June 2021

	Notes	2021 \$'000	2020 \$'000
ASSETS			
Current Assets			
Cash and cash equivalents	4	7,167	3,804
Trade & other receivables	4	4,167	3,848
Stock on Hand		27	25
Total Current Assets		11,361	7,677
Non-current Assets			
Property, Plant & Equipment	5	22,914	23,828
Total Non-current Assets		22,914	23,828
Total Assets		34,275	31,505
LIABILITIES			
Current Liabilities			
Trade & Other Payables	6	6,667	5,856
Provisions	6	366	255
Borrowings	6	2,527	2,522
Total Current Liabilities		9,560	8,633
Non-Current Liabilities			
Borrowings	6	10,512	12,446
Provisions	6	5,388	3,502
Total Non-current Liabilities		15,900	15,948
Total Liabilities		25,460	24,581
Net Assets		8,815	6,924
EQUITY			
Accumulated Surplus		8,155	6,264
Asset Revaluation Reserve		660	660
Total Equity		8,815	6,924

This Statement is to be read in conjunction with the attached Notes.

STATEMENT OF CHANGES IN EQUITY
for the year ended 30 June 2021

	Accumulated Surplus	Asset Revaluation Reserve	Total Equity
	\$'000	\$'000	\$'000
Balance at start of period - 1 July 2020	6,264	660	6,924
Net Surplus/ (Deficit) for Year	1,891	-	1,891
Balance at end of period - 30 June 2021	8,155	660	8,815
 Balance at start of period - 1 July 2019	 6,095	 660	 6,755
Net Surplus/ (Deficit) for Year	169	-	169
Balance at end of period - 30 June 2020	6,264	660	6,924

This Statement is to be read in conjunction with the attached Notes.



STATEMENT OF CASH FLOWS

for the year ended 30 June 2021

	Notes	2021 \$'000	2020 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Operating receipts from customers		45,358	37,972
Investment receipts		240	210
Operating payments to suppliers & employees		(39,439)	(34,247)
Finance payments		(462)	(504)
Net Cash provided by (or used in) Operating Activities	7	5,697	3,431
CASH FLOWS FROM INVESTING ACTIVITIES			
Amounts specifically for new or upgraded assets		77	1,525
Sale of surplus assets	3	-	15
Expenditure on renewal/replacement of assets		-	-
Expenditure on new/upgraded assets		(27)	(3,663)
Net Cash provided by (or used in) Investing Activities		50	(2,123)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from Borrowings		-	2,236
Repayments of Borrowings		(891)	(1,137)
Repayment of lease liabilities		(1,493)	(1,216)
Net Cash provided by (or used in) Financing Activities		(2,384)	(117)
Net Increase (Decrease) in cash held		3,363	1,191
Cash & cash equivalents at beginning of period	7	3,804	2,613
Cash & cash equivalents at end of period	7	7,167	3,804

This Statement is to be read in conjunction with the attached Notes.



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2021

Note 1 - SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies adopted in the preparation of the financial report are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

1 Basis of Preparation

1.1 Compliance with Australian equivalents to International Financial Reporting Standards

This general purpose financial report has been prepared in accordance with Australian Accounting Standards as they apply to not-for-profit entities, other authoritative pronouncements of the Australian Accounting Standards Board, Interpretations and relevant South Australian legislation.

The financial report was authorised for issue by certificate under regulation 14 of the Local Government (Financial Management) Regulations 2011.

The Authority is a Local Government Authority Section 43 Regional Subsidiary under the control of City of Salisbury, City of Playford and the Town of Gawler.

1.2 Historical Cost Convention

Except where stated below, these financial statements have been prepared in accordance with the historical cost convention.

1.3 Critical Accounting Estimates

The preparation of financial statements in conformity with Australian Accounting Standards which requires the use of certain critical accounting estimates, and requires management to exercise its judgement in applying the Authority's accounting policies.

The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are specifically referred to in the relevant sections of this Note.

1.4 Rounding

All amounts in the financial statements have been rounded to the nearest thousand dollars (\$'000).

2 The Local Government Reporting Entity

Northern Adelaide Waste Management Authority operates as a regional subsidiary pursuant to Section 43 of the SA Local Government Act 1999 and Section 25 of the Local Government Implementation Act, and has its principal place of business at Woomera Avenue, Edinburgh Park SA 5111.

These financial statements have been prepared for use by the Constituent Councils of the Authority.

3 Income Recognition

Income is measured at the fair value of the consideration received or receivable. Income is recognised when the Authority obtains control over the assets comprising the income, or when the amount due constitutes an enforceable debt, whichever first occurs.

4 Cash, Cash Equivalents and other Financial Instruments

Cash Assets include all amounts readily convertible to cash on hand at the Authority's option with an insignificant risk of changes in value with a maturity of three months or less from the date of acquisition.

Receivables are generally unsecured and do not bear interest.

All receivables are reviewed as at the reporting date and adequate allowance made for amounts the receipt of which is considered doubtful.

All financial instruments are recognised at fair value at the date of recognition. A detailed statement of the accounting policies applied to financial instruments forms part of Note 9.



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2021

Note 1 - SIGNIFICANT ACCOUNTING POLICIES (cont)

5 Infrastructure, Property, Plant & Equipment

All non-current assets purchased or constructed are capitalised as the expenditure is incurred and depreciated as soon as the asset is held "ready for use".

5.1 Initial Recognition

All assets are initially recognised at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including architects' fees and engineering design fees and all other costs incurred. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition.

The cost of non-current assets constructed by the Authority includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overhead.

Capital works still in progress at balance date are recognised as other non-current assets and transferred to infrastructure, property, plant & equipment when completed ready for use.

5.2 Materiality

Assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds materiality thresholds established by the Authority for each type of asset. In determining (and in annually reviewing) such thresholds, regard is had to the nature of the asset and its estimated service life. No capitalisation threshold is applied to the acquisition of land or interests in land.

5.3 Subsequent Recognition

Certain asset classes are revalued on a regular basis such that the carrying values are not materially different from fair value. For infrastructure and other asset classes where no active market exists, fair value is determined to be the current replacement cost of an asset less, where applicable, accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset.

5.4 Depreciation of Non-Current Assets

Other than land, all infrastructure, property, plant and equipment assets recognised are systematically depreciated over their useful lives in a manner which reflects the consumption of the service potential embodied in those assets.

Depreciation is recognised on a straight-line basis. Major depreciation periods for each class of asset are shown below. Depreciation periods for infrastructure assets have been estimated based on the best information available to the Authority, but appropriate records covering the entire life cycle of these assets are not available, and extreme care should be used in interpreting financial information based on these estimates.

Plant, Furniture & Equipment	5 to 10 years
Buildings	30 years
Waste Facility	10 to 20 years
Landfill Construction	Amortised proportionately to rate of filling
Landfill Capping & Rehabilitation	Amortised proportionately to rate of filling

5.5 Land Assets

As at 30 June 2018, an independent valuation was undertaken on all Land and Building assets held by the Authority. The independent valuation was undertaken by AssetVal Pty Ltd and valued land and building assets to the current market value.

Given the material value of Land and Building assets subsequent to the valuation performed, Land and Building assets are shown as a separate class of asset and disclosed accordingly in Note 5.



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2021

Note 1 - SIGNIFICANT ACCOUNTING POLICIES (cont)

5.6 Impairment

Assets that have an indefinite useful life are not subject to depreciation and are reviewed annually for impairment. Assets that are subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount (which is the higher of the present value of future cash outflows or value in use).

For assets whose future economic benefits are not dependent on the ability to generate cash flows, and where the future economic benefits would be replaced if the Authority were deprived thereof, the value in use is the depreciated replacement cost. In assessing impairment for these assets, a rebuttable assumption is made that the current replacement cost exceeds the original cost of acquisition.

6 Payables

6.1 Goods & Services

Creditors are amounts due to external parties for the supply of goods and services and are recognised as liabilities when the goods and services are received.

Creditors are normally paid 30 days after the month of invoice. No interest is payable on these amounts.

7 Employee Benefits

7.1 Salaries, Wages & Compensated Absences

Liabilities for employees' entitlements to salaries, wages and compensated absences expected to be paid or settled within 12 months of reporting date are accrued at nominal amounts (including payroll based oncosts) measured in accordance with AASB 119.

Liabilities for employee benefits not expected to be paid or settled within 12 months are measured as the present value of the estimated future cash outflows (including payroll based oncosts) to be made in respect of services provided by employees up to the reporting date. Present values are calculated using government guaranteed securities rates with similar maturity terms.

No accrual is made for sick leave as the Authority's experience indicates that, on average, sick leave taken in each reporting period is less than the entitlement accruing in that period, and this experience is expected to recur in future reporting periods. The Authority does not make payment for untaken sick leave.

7.2 Superannuation

The Authority makes employer superannuation contributions in respect of its employees to Statewide Super. The Scheme has two types of membership, each of which is funded differently.

Accumulation Fund Members

Accumulation fund members receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings in accordance with Superannuation Guarantee Legislation (9.5% in 2020/21; 9.5% in 2019/20). No further liability accrues to the employer as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

Contributions to Other Superannuation Schemes

The Authority also makes contributions to other superannuation schemes selected by employees under the 'choice of fund' legislation. All such schemes are of the accumulation type, where the superannuation benefits accruing to the employee are represented by their share of the new assets of the scheme, and no further liability attaches to the Authority.



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2021

Note 1 - SIGNIFICANT ACCOUNTING POLICIES (cont)

8 Rehabilitation

Expenditures relating to ongoing rehabilitation and restoration reduce any provision previously established.

Landfill Remediation

The Authority annually monitors the liability recorded for landfill rehabilitation and restoration estimates and make adjustments to the liability as required to ensure an accurate projected cost of the liability is showing in the balance sheet.

An independent assessment of the Authority's landfill capping and post closure rehabilitation obligations was undertaken by Golder Associates Pty Ltd as at 30 June 2021.

The obligation to recognise a landfill remediation liability commences when the landfill cell is developed. Provisions are stated at the present value of the expected future cash outflows to occur. The Authority has an obligation to cap each cell upon the airspace of the cell being fully consumed as well as an ongoing post-closure monitoring and remediation of the site once it is closed for a period determined by the Environment Protection Authority (EPA) and other government environmental requirements.

Industrial Property Remediation

The Authority leases industrial property which under lease agreement held, requires that the Authority undertakes remediation and rectification works to the site upon exit. The scope of works includes the remediation of damaged and/or worn facilities, the removal of plant and equipment from the site as well as undertake rectification of any site contamination issues.

9 Comparative Information

Comparative information has been reclassified to be consistent with the current year disclosure of equivalent information in accordance with Australian Accounting Standards. Comparative information has not been amended for any changes to accounting standards.

10 Critical Accounting Estimates and Judgements

The Board evaluate estimates and judgements incorporated into the financial report based on historical knowledge and best available current information.

Estimates assume a reasonable expectation of future events and based on current trends and economic data, obtained both externally and within the Authority.

11 New Accounting Standards

The Authority applied for the first-time certain new standards and amendments, which are effective for annual reporting periods beginning on or after 1 January 2020. New standards and amendments relevant to the Authority are listed below. The Authority has not early adopted any other standard, interpretation or amendment that has been issued but is not yet effective.

Amendments to AASB 101 and AASB 108 *Definition of Material*

The amendments provide a new definition of material that states, "information is material if omitting, misstating or obscuring it could reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements, which provide financial information about a specific reporting entity". The amendments clarify that materiality will depend on the nature or magnitude of information, either individually or in combination with other information, in the context of the financial statements. A misstatement of information is material if it could reasonably be expected to influence decisions made by the primary users. These amendments had no impact on the financial statements of, nor is there expected to be any future impact to the Authority.



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2021

Note 1 - SIGNIFICANT ACCOUNTING POLICIES (cont)

12 Stock on Hand

The Authority records stock on hand as at reporting date to reflect the value of stockpiled recycled finished goods held. The value attributed to stock items is based on the expected sale price of goods held based on existing contract rates held with customers and/or public market rates, whichever is applicable.

13 Related Party Transactions – Services Provided by Member Councils to the Authority

The Authority has entered into a lease agreement with the City of Salisbury to manage and operate the waste transfer station located at Pooraka. The lease with the City of Salisbury is reflected on the Balance Sheet in accordance with AASB 16.

The Authority engages the City of Playford to provide immunisation services to staff as well as pay council rates on properties occupied within the Council area. During the financial year, the Authority paid the Council a total of \$4,297 for rates and immunisation services to the Council.

Transactions between the Authority and Member Councils where services have been provided by the Authority have been separately disclosed in Note 12.



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2021

Note 2 - INCOME

	Notes	2021 \$'000	2020 \$'000
USER CHARGES			
Waste Management Operations		45,571	38,644
		45,571	38,644
INVESTMENT INCOME			
Interest Income: Local Government Finance Authority		23	26
Rental income		217	184
		240	210
OTHER INCOME			
Lease Provision Adjustment		70	-
Promotional Income		45	4
		115	4

Note 3 - EXPENSES

EMPLOYEE COSTS

Salaries and Wages	3,219	2,521
Employee leave expense	112	100
Superannuation	274	206
Workers' Compensation Insurance	62	62
Other	160	153
	3,827	3,042

MATERIALS, CONTRACTS & OTHER EXPENSES

Auditor's Remuneration		
Auditing the financial reports	27	25
Other Services	-	-
Bad and Doubtful Debts	9	1
Lease costs	32	59
Promotions	44	13
Bank Fees	51	36
Landfill Royalty	144	196
Contractors	26,482	23,948
Electricity	286	267
Environmental Protection Agency Levy	8,040	8,158
Fuels & Oils	178	187
Professional services	450	364
Administration & Other Expenses	780	500
	36,523	33,754

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2021

Note 3 - EXPENSES (cont)

	Notes	2021 \$'000	2020 \$'000
DEPRECIATION, AMORTISATION & IMPAIRMENT			
Waste Processing Facility		215	218
Uleybury Landfill Plant & Equipment		27	30
Education Program Plant & Equipment		-	1
Office Furniture & Equipment		39	40
Property & Improvements		17	17
Landfill Cell Stage Three		233	315
Landfill Capping Stage Three		99	131
Post Closure Rehabilitation		151	81
Buildings		172	144
Material Recovery Facility		637	519
Right-of-use-assets		1,384	1,345
Right-of-use-assets Restoration		276	-
		3,250	2,841
FINANCE COSTS			
Interest on Loans and Overdraft		315	336
Interest on Leases		167	193
Unwinding of present value discounts		30	-
		512	529
ASSET DISPOSALS			
Proceeds from disposal		-	15
Less: Carrying amount of assets sold		-	(63)
Gain (Loss) on disposal		-	(48)
Note 4 - CURRENT ASSETS			
CASH & CASH EQUIVALENTS			
Cash on Hand and at Bank		3,378	2,786
Deposits at Call		3,789	1,018
		7,167	3,804
TRADE & OTHER RECEIVABLES			
Debtors - general		3,933	3,668
Accrued Revenues		206	180
Prepaid Expenses		37	-
Provision for Impairment		(9)	-
		4,167	3,848



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2021

Note 5 - PROPERTY, PLANT & EQUIPMENT

	2020 \$'000					2021 \$'000				
	AT FAIR VALUE	AT COST	ACCUM DEPN	CARRYING AMOUNT		AT FAIR VALUE	AT COST	ACCUM DEPN	CARRYING AMOUNT	
Land	1,776	-	-	1,776		1,776	-	-	1,776	
Waste Processing Facility	-	3,285	(1,852)	1,433		-	3,257	(1,949)	1,308	
Uleybury Landfill Plant & Equipment	-	2,125	(2,024)	101		-	2,125	(2,051)	74	
Education Program Plant & Equipment	-	34	(31)	3		-	34	(31)	3	
Office Furniture & Equipment	-	199	(100)	99		-	199	(139)	60	
Property & Improvements	-	1,605	(1,507)	98		-	1,605	(1,524)	81	
Landfill Cell Stage Three	-	3,084	(1,451)	1,633		-	3,084	(1,684)	1,400	
Landfill Capping Stage Three	-	1,116	(397)	719		-	1,590	(495)	1,095	
Post Closure Rehabilitation	-	2,304	(1,207)	1,097		-	2,167	(1,358)	809	
Buildings	3,285	1,491	(338)	4,438		3,285	1,491	(510)	4,266	
Material Recovery Facility	-	7,475	(1,343)	6,132		-	7,475	(1,980)	5,495	
Right-of-use-assets	-	7,581	(1,345)	6,236		-	8,049	(2,742)	5,307	
Right-of-use-asset Restoration	-	-	-	-		-	1,516	(276)	1,240	
WIP	-	63	-	63		-	-	-	-	
	5,061	30,362	(11,595)	23,828		5,061	32,592	(14,739)	22,914	



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2021

Note 5 - PROPERTY, PLANT & EQUIPMENT (Cont)

	2020 \$'000	Movement in Property, Plant & Equipment during the Financial Year						2021 \$'000
	CARRYING VALUE	ADDITIONS		Disposals	Revaluation	Adjustment	Depreciation	CARRYING VALUE
		Renewal/ Replacement	New/ Upgrade					
Land	1,776	-	-	-	-	-	-	1,776
Waste Processing Facility	1,433	27	-	-	-	63	(215)	1,308
Uleybury Landfill Plant & Equipment	101	-	-	-	-	-	(27)	74
Education Program Plant & Equipment	3	-	-	-	-	-	-	3
Office Furniture & Equipment	99	-	-	-	-	-	(39)	60
Property & Improvements	98	-	-	-	-	-	(17)	81
Landfill Cell Stage Three	1,633	-	-	-	-	-	(233)	1,400
Landfill Capping Stage Three	719	-	500	-	-	(25)	(99)	1,095
Post Closure Rehabilitation	1,097	-	-	-	-	(137)	(151)	809
Buildings	4,438	-	-	-	-	-	(172)	4,266
Material Recovery Facility	6,132	-	-	-	-	-	(637)	5,495
Right-of-use-assets	6,236	-	737	-	-	(282)	(1,384)	5,307
Right-of-use-assets Restoration	-	-	1,516	-	-	-	(276)	1,240
WIP	63	-	-	-	-	(63)	-	-
	23,828	27	2,753	-	-	(444)	(3,250)	22,914
2020 \$'000	20,579	2,544	3,610	(63)	-	(1)	(2,841)	23,828



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2021

Note 6 - LIABILITIES

		2021 \$'000		2020 \$'000	
	Notes	Current	Non-current	Current	Non-current
TRADE & OTHER PAYABLES					
Goods & Services		3,931	-	3,481	-
Accrued expenses - other		1,931	-	1,548	-
Amounts received in advance		805	-	827	-
		6,667	-	5,856	-
BORROWINGS					
Loans		1,099	6,448	1,056	7,547
Lease Liabilities		1,428	4,064	1,466	4,899
		2,527	10,512	2,522	12,446
PROVISIONS					
Annual Leave		252	-	198	-
Long Service Leave		114	101	57	99
Provision for Capping Stage 3A		-	1,590	-	1,116
Provision for Post Closure Site Rehabilitation		-	2,151	-	2,287
Provision for Property Restoration		-	1,546	-	-
		366	5,388	255	3,502
RECONCILIATION OF MOVEMENT IN LANDFILL & RESTORATION PROVISIONS					
		Provision for Capping Stage 3A	Provision for Post Closure Site Rehabilitation	Provision for Property Restoration	Total
Opening Balance		1,116	2,287	-	3,403
Additional Amounts Recognised/(Derecognised)		474	(136)	1,516	1,854
Payments		-	-	-	-
Unwinding of Present Value Discounts				30	30
Closing Balance		1,590	2,151	1,546	5,287

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2021

Note 7 - CASH FLOW RECONCILIATION

(a) Reconciliation of Cash

	Notes	2021 \$'000	2020 \$'000
Total cash & equivalent assets	4	7,167	3,804
Less: Short-term borrowings		-	-
Balances per Cash Flow Statement		7,167	3,804

(b) Reconciliation of Change in Net Assets to Cash from Operating Activities

Net Surplus (Deficit)		1,891	169
Non-cash items in Income Statement			
Depreciation, amortisation & impairment	3	3,250	2,841
(Gain) / Loss on Disposal of Assets	3	-	48
Grants for capital acquisitions treated as Investing Activity		(77)	(1,525)
Bad Debts Expense	3	9	1
Unwinding of Present Value Discounts	6	30	-
		5,103	1,495
Add (Less): Changes in Net Current Assets			
Net (increase) decrease in receivables		(328)	(676)
Net (increase) decrease in inventory		(2)	39
Net increase (decrease) in trade & other payables		811	2,446
Net increase (decrease) in other provisions		113	127
Net Cash provided by (or used in) operations		5,697	3,431

(c) Financing Arrangements

Credit Card Facilities	25	15
LGFA Cash Advance Debenture Facility	2,500	2,500



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2021

Note 8 - FINANCIAL INSTRUMENTS

Recognised Financial Instruments

Bank, Deposits at Call, Short Term Deposits	<p>Accounting Policy: Carried at lower of cost and net realisable value; Interest is recognised when earned.</p> <p>Terms & conditions: Deposits on Call do not have a maturity period and have an average interest rates of 0.3% (2020: 0.4%).</p> <p>Carrying amount: approximates fair value due to the short term to maturity.</p>
Receivables - Gate Fees & Associated Charges	<p>Accounting Policy: Carried at nominal values less any allowance for doubtful debts. An allowance for doubtful debts is recognised (and re-assessed annually) when collection in full is no longer probable.</p> <p>Carrying amount: approximates fair value (after deduction of any allowance).</p>
Liabilities - Creditors and Accruals	<p>Accounting Policy: Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Authority.</p> <p>Terms & conditions: Liabilities are normally settled on 30 day terms.</p> <p>Carrying amount: approximates fair value.</p>

Net Fair Value

All carrying values approximate fair value for all recognised financial instruments. There is no recognised market for the financial assets of the Authority.

Risk Exposure

Credit Risk represents the loss that would be recognised if counterparties fail to perform as contracted. The maximum credit risk on financial assets of the Authority is the carrying amount, net of any provision for doubtful debts. All investments are made with the SA Local Government Finance Authority and Bank SA. There is no material exposure to any individual debtor.

Market Risk is the risk that fair values of financial assets will fluctuate as a result of changes in market prices. All of the Authority's financial assets are denominated in Australian dollars and are not traded on any market, and hence neither market risk nor currency risk apply.

Liquidity Risk is the risk that the Authority will encounter difficulty in meeting obligations with financial liabilities. In accordance with the model Treasury Policy (LGA Information Paper 15), liabilities have a range of maturity dates based on cash inflows. The Authority also has available a range of bank overdraft and short-term draw down facilities that it can access.

Interest Rate Risk is the risk that future cash flows will fluctuate because of changes in market interest rates. Most of the Authority's financial instruments are at fixed rates. Any such variations in future cash flows will not be material in effect on either the Authority's incomes or expenditures.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2021

Note 8 - FINANCIAL INSTRUMENTS (Cont)

Liquidity Analysis

2021

	Maturity			Non-	
	≤ year	> 1 year	> 5 years	interest	Total
		≤ 5 years		bearing	
	\$'000	\$'000	\$'000	\$'000	\$'000
Financial Assets					
Amortised Cost					
Cash Assets	11,100	-	-	-	11,100
Receivables	-	-	-	4,167	4,167
Total	11,100	-	-	4,167	15,267

Financial Liabilities

Payables	-	-	-	6,667	6,667
Borrowings	2,809	8,713	2,237	-	13,759
Total	2,809	8,713	2,237	6,667	20,426

2020

	Maturity			Non-	
	≤ year	> 1 year	> 5 years	interest	Total
		≤ 5 years		bearing	
	\$'000	\$'000	\$'000	\$'000	\$'000
Financial Assets					
Amortised Cost					
Cash Assets	7,472	-	-	-	7,472
Receivables	-	-	-	3,848	3,848
Total	7,472	-	-	3,848	11,320

Financial Liabilities

Payables	-	-	-	5,856	5,856
Borrowings	2,502	9,135	3,331	-	14,968
Total	2,502	9,135	3,331	5,856	20,824



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2021

Note 9 - COMMITMENTS FOR EXPENDITURE

	Notes	2021 \$'000	2020 \$'000
Expenditure Commitments			
Other expenditure committed for (excluding inventories) at the reporting date but not recognised in the financial statements as liabilities:			
Audit Services		-	-
Waste Collection, Processing and Mobile Garbage Bin Supply Contracts		52,297	81,468
		52,297	81,468
These expenditures are payable:			
Not later than one year		16,791	18,976
Later than one year and not later than 5 years		35,506	62,492
Later than 5 years		-	-
		52,297	81,468

The Authority manages multiple external contracts with external suppliers for the collection, processing and disposal of waste on behalf of its Constituent Councils and customers. The commitments disclosed above reflect a consolidation of multiple contracts entered into with external suppliers. In future years, all contracts will be required to be renewed with external suppliers in accordance with adopted procurement policies and procedures of the Authority.

Note 10 - EVENTS OCCURRING AFTER REPORTING DATE

There were no events that occurred after reporting date that requires to be disclosed.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2021

Note 11 - LEASES

Authority as a lessee

The Authority leases external operations facilities, waste processing plant & machinery and motor vehicles.

	Buildings & Other Structures \$'000	Plant & Motor Vehicles \$'000	Total \$'000
At 1 July 2020	4,890	1,346	6,236
Additions of right-of-use-assets	-	737	737
Depreciation Charge	(759)	(625)	(1,384)
Lease Liability Adjustments	-	(43)	(43)
At 30 June 2021	4,131	1,415	5,546

Set out below are the carrying amounts of lease liabilities and the movements during the period.

At 1 July 2020	6,365
Additions	737
Accretion of interest	(167)
Payments	(1,493)
Lease Liability Adjustment	50
At 30 June 2021	5,492
Current	1,428
Non-Current	4,064

Note 12 - DISCLOSURE OF RELATED PARTY TRANSACTIONS

The Key Management Personnel include the Chair of the Board, Chief Executive and other officers prescribed under Section 112 of the *Local Government Act 1999*. In all, 6 persons were paid the following total compensation:

	2021 \$'000	2020 \$'000
Salaries, allowances & other short term benefits	713	751
Long term benefits	-	3
TOTAL	713	754



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2021

Note 12 - DISCLOSURES OF RELATED PARTY TRANSACTIONS (Cont)

Transactions with Related Parties:

Related Party Entity	Sale of Goods and Services (\$'000)	Amounts Outstanding from Related Parties (\$'000)	Description of Services Provided to Related Parties
City of Salisbury	16,907	1,421	Provision of waste collection, processing and disposal services
City of Playford	11,032	889	Provision of waste collection, processing and disposal services
Town of Gawler	2,761	395	Provision of waste collection, processing and disposal services

The Related Parties disclosed above are equity owners of the Authority and are referred to as Member Councils. Member Councils have equal representation on the Board of the Authority and accordingly have significant influence on the financial and operating decisions of the Authority. No one Member Council individually has control of those policies.

Note 13 - CONTINGENT ASSETS & LIABILITIES

The following assets and liabilities do not qualify for recognition in the Balance Sheet but knowledge of those items is considered relevant to user of the financial report in making and evaluating decisions about the allocation of scarce resources.

1. POTENTIAL INSURANCE LOSSES

The Authority insures against all known insurable risks using a range of insurance policies, each of which is subject to a deductible "insurance excess", the amount of which varies according to the class of insurance.

The Authority has recognised the potential losses arising from claims known at reporting date based on average historical net cost (including insurance excess) of similar types of claims. Other potential claims not reported to the Authority may have existed at reporting date.

2. LEGAL EXPENSES

All known costs have been recognised.

3. PERFORMANCE BONDS & BANK GUARANTEES

The Authority has a performance bond/guarantee held with the Local Government Finance Authority to the Environment Protection Authority for an amount of \$1,350,000 in accordance with the requirements under its Post Closure remediation obligations for the Uleybury Landfill site.



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2021

Note 14 - FAIR VALUE MEASUREMENTS

The Authority measures and recognises the following assets at fair value on a recurring basis after initial recognition:

- Land assets
- Building assets
- Stock on Hand

The Authority does not subsequently measure any liabilities at fair value on a recurring basis, or any assets or liabilities at fair value on a non-recurring basis.

(a) Fair value hierarchy

AASB 13: *Fair Value Measurement* requires the disclosure of fair value information according to the relevant level in the fair value hierarchy. This hierarchy categorises fair value measurements into one of three possible levels based on the lowest level that a significant input can be categorised into. The levels are outlined below:

Level 1

Measurements based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2

Measurements based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3

Measurements based on unobservable inputs for the asset or liability.

The fair value of assets and liabilities that are not traded in an active market is determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. If all significant inputs required to measure fair value are observable, the asset or liability is included in Level 2. If one or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

Valuation techniques

The Authority selects valuation techniques that are appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured. The valuation techniques selected by the association are consistent with one or more of the following valuation approaches:

- Market approach: uses prices and other relevant information generated by market transactions involving identical or similar assets or liabilities.
- Income approach: converts estimated future cash flows or income and expenses into a single current (i.e. discounted) value.
- Cost approach: reflects the current replacement cost of an asset at its current service capacity.

Each valuation technique requires inputs that reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the Authority gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability are considered observable, whereas inputs for which market data are not available and therefore are developed using the best information available about such assumptions are considered unobservable.



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2021

Note 14 - FAIR VALUE MEASUREMENTS (Cont)

The following tables provide the fair values of the Authority's assets measured and recognised on a recurring basis after initial recognition, categorised within the fair value hierarchy.

	Notes	Level 1 \$	Level 2 \$	Level 3 \$	Total \$
2021					
(\$'000)					
Recurring fair value measurements					
Infrastructure, Property, Plant & Equipment					
- Land	5	-	1,776	-	1,776
- Buildings	5	-	3,285	-	3,285
- Stock on Hand		27	-	-	27
Total financial assets recognised at fair value		27	5,061	-	5,088

2020 **(\$'000)**

Recurring fair value measurements

Infrastructure, Property, Plant & Equipment

- Land	5	-	1,776	-	1,776
- Buildings	5	-	3,285	-	3,285
- Stock on Hand		25	-	-	25
Total financial assets recognised at fair value		25	5,061	-	5,086

(b) Disclosed fair value measurements

The following table provides the level of the fair value hierarchy within which the disclosed fair value measurements are categorised in their entirety and a description of the valuation technique(s) and inputs used.

	Fair Value Hierarchy Level	Valuation Technique	Inputs Used
There has been no change in the techniques used to measure the value of items disclosed in the financial statements.	1	Market	Based on expected sale price of goods based on existing contract prices.
There has been no change in the valuation technique(s) used to calculate the fair values disclosed in the financial statements.	2	Market Value	Observable sales of similar properties – both vacant land and land with improvements.



Northern Adelaide Waste Management Authority Financial Statements 2020-2021



TO THE BOARD MEMBERS OF NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY

STATEMENT OF AUDITORS INDEPENDENCE
ANNUAL FINANCIAL STATEMENT FOR THE YEAR ENDED 30 JUNE 2021

I confirm that, for the audit of the financial statements of Northern Adelaide Waste Management Authority for the year ended 30 June 2021, I have maintained my independence in accordance with the requirements of APES 110 – Code of Ethics for Professional Accountants, Section 290, published by the Accounting Professional and Ethical Standards Board, in accordance with the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(5) of the *Local Government (Financial Management) Regulations 2011*.

HLB Mann Judd

HLB Mann Judd Audit (SA) Pty Ltd
Chartered Accountants

Jon Colquhoun
Director

Adelaide, South Australia
28 October 2021

hlb.com.au

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



Independent Auditor's Report to the Members of Northern Adelaide Waste Management Authority

Opinion

We have audited the financial report of Northern Adelaide Waste Management Authority ("the Authority") which comprises the statement of financial position as at 30 June 2021, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the declaration by the those charged with governance.

In our opinion, the accompanying financial report presents fairly, in all material aspects, the financial position of the Authority as at 30 June 2021, and its financial performance and its cash flow for the year then ended in accordance with Australian Accounting Standards and complies with the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Authority in accordance with the auditor independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* ("the Code") that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and the Board Members for the Financial Report

Management is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and for such internal control as management determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, management is responsible for assessing the Authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intend to liquidate the Authority or to cease operations, or have no realistic alternative but to do so.

The Board Members are responsible for overseeing the Authority's financial reporting process.

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Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

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

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

We communicate with the Board Members regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

HLB Mann Judd

HLB Mann Judd Audit (SA) Pty Ltd
Chartered Accountants

Adelaide, South Australia
28 October 2021

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Jon Colquhoun
Director

NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY

**ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 June 2021**

CERTIFICATION OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of the Northern Adelaide Waste Management Authority for the year ended 30 June 2021, the Authority's Auditor, HLB Mann Judd, has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) *Local Government (Financial Management) Regulations 2011*.



John Phillips
Acting Chief Executive Officer

Date: 28/10/21



Mark Labaz
Chairman - Audit Committee

Date: 28/10/21

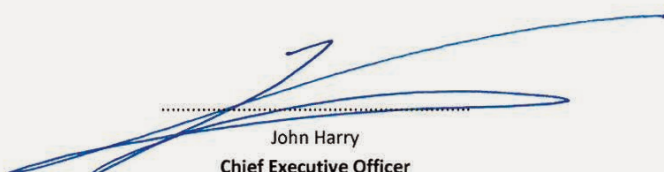
NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY

**ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 June 2021**

CONSTITUENT COUNCIL CERTIFICATION OF AUDITOR INDEPENDENCE


To the best of our knowledge and belief, we confirm that, for the purpose of the audit of the Northern Adelaide Waste Management Authority for the year ended 30 June 2021, the Authority's Auditor, HLB Mann Judd, has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) *Local Government (Financial Management) Regulations 2011*.




John Harry
Chief Executive Officer
City of Salisbury

Date: 9/11/21



Sam Green
Chief Executive Officer
City of Playford

Date: 1/11/21



Henry Inat
Chief Executive Officer
Town of Gawler

Date: 29/10/21

NAWMA's Uleybury Balefill and Renewable Energy Park is the first combined solar – landfill gas farm of its type in Australia and continues to generate power for the local community using over 11,000 solar panels.





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Printed in Edinburgh, South Australia on paper made from
100% post-consumer-waste recycled fibre, manufactured
using a carbon neutral process.

