

# Board Meeting Agenda

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**Date:** 24/06/2021

**Time:** 4.00pm

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

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**1. Present**

**2. Apologies**

Henry Inat                      Town of Gawler

**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**

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

**4. Confirmation of Minutes**

**Recommended:** That the Minutes of the Joint Northern Adelaide Waste Management Authority Board Meeting held on Thursday, 29 April 2021 be received, confirmed and adopted (Appended at 4.1).

**5. Matters Arising From The Minutes**

- 5.1. Capital Works Program Summary (standing item)
- 5.2. Action List (standing item)
- 5.3. LGRS 2019 Risk Evaluation Action Plan (standing item)

**6. Questions Without Notice**

**7. Confidential Items**

- 7.1. Commonwealth Government and State Government Co-investment Opportunity
- 7.2. Landfill Alternative Project
- 7.3. Operational Report
- 7.4. CEO Performance Development Committee

**8. NAWMA Management and Administration Report**

**Reports for Decision**

- 8.1. FY21/22 Draft Budget
- 8.2. FY21/22 Draft Annual Business Plan

**Reports for Information**

- 8.3. Sustainable Procurement Strategy (interim, resetting)

- 8.4. FY20/21 Interim Audit Report
- 8.5. 2020/2021 Annual Business Plan progress report
- 8.6. WHS Steering Committee Minutes

## **9. Other Business**

- 9.1. Nil

## **10. Next Meeting of the Board**

The next meeting of the Board is Thursday 23 September 2021 and is to be held in the NAWMA Education Centre (71-75 Woomera Avenue, Edinburgh) at 4.00pm





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

**Date:** 3/05/2021

**Time:** 4.00pm

**Venue:** NAWMA Education Centre; 71-75 Woomera Avenue, Edinburgh

## Welcome

### 1. PRESENT

Mr Brian Cunningham	Independent Chairperson
Mr Sam Green	City of Playford
Cr Clint Marsh	City of Playford
Cr David Kerrison	City of Playford
Mr Charles Mansueto	City of Salisbury
Cr Julie Woodman	City of Salisbury
Cr Graham Reynolds	City of Salisbury
Mr Henry Inat	Town of Gawler
Cr Paul Koch	Town of Gawler
Cr Diane Fraser	Town of Gawler (Deputy)
Mr Mark Labaz	Independent Audit Committee Chairperson
Mr Craig Johnson	Independent Audit Committee Member
Ms Claudia Goldsmith	Independent Audit Committee Member

### 2. IN ATTENDANCE

Mr Adam Faulkner	Chief Executive Officer
Mr Danial Dunn	Chief Operations Officer
Mrs Rachel Zhou	Chief Financial Officer
Mrs Amy Hosking	Executive Assistant

### APOLOGIES

Cr Paul Little	Town of Gawler
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### 3. DISCLOSURE OF CONFLICTS

Declaration of the following;

#### Conflicts of Interest

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

#### Confidentiality Statement

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



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

#### 4. CONFIRMATION OF MINUTES

Moved Mr Labaz that the Minutes of the Northern Adelaide Waste Management Authority Audit Committee Meeting held on Thursday, 18 February 2021 be received, confirmed and adopted.

Seconded Cr Reynolds **Carried**

Moved Mr Inat that the Minutes of the Northern Adelaide Waste Management Authority Board Meeting held on Thursday, 25 February 2021 be received, confirmed and adopted.

Seconded Cr Reynolds **Carried**

#### 5. MATTERS ARISING FROM THE MINUTES

##### 5.1. Capital Works Program Summary (standing item)

Moved Mr Mansueto that the Report is received and noted.

Seconded Cr Woodman **Carried**

##### 5.2. Action List (standing item)

Moved Cr Marsh that the Report is received and noted.

Seconded Mr Green **Carried**

##### 5.3. LGRS Action Plan (standing item)

Moved Cr Woodman that the Report is received and noted, and the Board continue to be updated on the progress of both the WHS and Risk Action Plans.

Seconded Mr Green **Carried**

#### 6. QUESTIONS WITHOUT NOTICE

Nil

#### 7. CONFIDENTIAL ITEMS

##### 7.1. Landfill Alternative Project

1. Moved Mr Green that the Northern Adelaide Waste Management Authority Board and Audit Committee recommend that pursuant to Section 90(2) and (3) of the Local Government Act 1999, the Northern Adelaide Waste Management Authority orders that the public, with exception of the Northern Adelaide Waste Management Authority staff present, be excluded from the meeting on the basis that the Northern Adelaide Waste Management Authority Board and Audit Committee 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 and Audit Committee 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, attachments, resolution and discussion confidential.

Seconded Mr Inat **Carried**

**Confidential Resolution removed**

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



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

Seconded Mr Inat **Carried**

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

Seconded Cr Woodman **Carried**

## **7.2. Recycling Modernisation Fund**

1. Moved Cr Fraser that the Northern Adelaide Waste Management Authority Board and Audit Committee recommend that pursuant to Section 90(2) and (3) of the Local Government Act 1999, the Northern Adelaide Waste Management Authority orders that the public, with exception of the Northern Adelaide Waste Management Authority staff present, be excluded from the meeting on the basis that the Northern Adelaide Waste Management Authority Board and Audit Committee 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 and Audit Committee 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, attachments, resolution and discussion confidential.

Seconded Cr Woodman **Carried**

### ***Confidential Resolutions removed***

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

Seconded Mr Inat **Carried**

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

Seconded Mr Inat **Carried**

## **7.3. Operational Report**

1. Cr Woodman that the Northern Adelaide Waste Management Authority Board and Audit Committee recommend that pursuant to Section 90(2) and (3) of the Local Government Act 1999, the Northern Adelaide Waste Management Authority orders that the public, with exception of the Northern Adelaide Waste Management Authority staff present, be excluded from the meeting on the basis that the Northern Adelaide Waste Management Authority Board and Audit Committee 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 and Audit Committee 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 Inat **Carried**

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

Seconded Cr Kerrison **Carried**



3. Moved Cr Reynolds that under Section 91(7) and (9) of the Local Government Act 1999 the Northern Adelaide Waste Management Authority Board and Audit Committee 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 Cr Woodman **Carried**

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

Seconded Cr Fraser **Carried**

## **8. NAWMA MANAGEMENT AND ADMINISTRATION REPORT**

### **Reports for Decision**

#### **8.1. FY20/21 Budget Review Three**

Moved Mr Green that:

1. the Report is received and noted, and
2. Budget Review Three (BR3) Uniform Presentation of Finances is adopted, and;
3. the Board endorse Management to provide Budget Review Three (BR3) Uniform Presentation of Finances to Constituent Councils.

Seconded Cr Koch **Carried**

#### **8.2. Draft Annual Business Plan 2021/2022**

Moved Cr Marsh that the Board authorise the amended Draft 2021/2022 Annual Business Plan to be distributed to Constituent Councils for review, consideration and endorsement.

Seconded Cr Reynolds **Carried**

#### **8.3. NAWMA Audit Committee Nomination**

Moved Cr Koch that the Board appoint Cr Graham Reynolds to the NAWMA Audit Committee for a period of two (2) years from 2 May 2021.

Seconded Cr Woodman **Carried**

#### **8.4. Confidential Items Register**

Moved Mr Inat that the Report is received and noted, and the Board endorse Managements recommendation as detailed in Attachment 8.4.1

Seconded Mr Mansueto **Carried**

### **Reports for Information**

#### **8.5. FY2020/2021 External Audit Plan**

Moved Cr Reynolds that the Report is received and noted.

Seconded Cr Marsh **Carried**

#### **8.6. 2020/2021 Annual Business Plan progress report (standing item)**

Moved Mr Green that the Report is received and noted.

Seconded Cr Koch **Carried**

## **9. OTHER BUSINESS**

Nil

## **10. NEXT MEETINGS**

The next meeting of the Board is to be held on Thursday 24 June 2021 in the NAWMA Education Centre (71-75 Woomera Avenue, Edinburgh) at 4.00pm

The next meeting of the Audit Committee is Wednesday 16 June 2021 and is to be held in Brian Cunningham's Boardroom (Level 11, 147 Pirie Street, Adelaide CBD) at 8.00am



## **11. CLOSURE OF THE MEETING**

The meeting closed at 5.45pm.





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## Agenda Item 5.1

<b>Report Subject:</b>	Capital Works Program Summary	<b>Report Author:</b>	Chief Executive Officer
<b>Meeting Date:</b>	24 June 2021	<b>Report Type:</b>	Information report (finance, governance)
<b>Attachments:</b>	Nil		

### RECOMMENDATION

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

### Purpose of the Report

To provide a summary of the forecast Capital and Operational Improvement Projects, originally generated using a Multicriteria Analysis scorecard.

### Background

Through the implementation of NAWMA's adopted Strategic Plan 2018-2025 and other Board Resolutions, in addition to some operational requirements, there were ten (10) significant projects that were either being implemented, being investigated/modelled, or were identified as future capital improvements during FY20 and into current FY21.

A Multicriteria Analysis scorecard was developed to assist in prioritising resources and capital allocation during this period of significant growth.

The scorecard (and progress against it) was intended to give the NAWMA Board a better understanding of the whole-of-NAWMA picture in order to critically assess the Authorities financial position, risk profile, and competing demands for human and financial resources.

### Report

The MCA scorecard at Table 01 remains mostly unchanged from that presented at the previous meeting, albeit with some updated commentary.

NAWMA's Administration have defined a forward scope and works program to be developed and delivered mostly internally, and validated independently. This program will provide the data and modelling to allow NAWMA's Administration to provide the Board with an update to the Capital and Operational Works Program, while concurrently resetting the timeframes and targets that were ambitiously set in the Strategic Plan 2018-2025.

In summary;

### Scope

To allow NAWMA Administration, NAWMA Board, Project Advisory Group (where applicable) and Constituent Councils (where applicable), review the commitments made with the **NAWMA Strategic Plan (2018-2025)** and better understand the means (and timelines) in which NAWMA can achieve its



objectives, while providing inputs into the next iteration of the **Capital and Operational Works Program**.

1. Review of the modelling and assumptions that inform the residual waste processing/disposal scenarios post 2025, to allow a clear focus for forward work packages
2. Review of the planned/forecast for significant capital works, predominantly the (uncommitted) Fibre Polishing Plant, and (committed) Research Road Resource Recovery Centre Upgrade
3. Follow up from 2018 Kerbside Audit of Waste, Recycling and Organics Bins.
4. Consider results from Resident Engagement Strategy on household bin behaviour to inform community service delivery models in consultation with Constituent Councils
5. Consider and implement Constituent Council waste and recycling Policy shifts that flow through to NAWMA in a material operational way
6. Based on the Results and Considerations of Outputs 1 through 4, NAWMA aims to provide a slimmed Update to the Strategic Plan which may include reframing the key success factors and performance indicators, step changes to achieve objectives, and resetting timeframes.



**Table 01: Summary of Multicriteria Analysis and Weighted Score Ranking (1 = highest score priority)**

Project Description	MCA Overall Scores	MCA Weighted Score Ranking	Status
1. Kerbside Food Organics Garden Collection (FOGO) Rollout	52	7	Varying levels of engagement and status with each Constituent Council. NAWMA's preference would be for any mass rollout of remaining FOGO bins to be coordinated across the region.
2. MRF Robotics	65	2	Completed
3. MRF Glass Recovery	70	1	Completed
4. Pooraka Upgrade	43	9	Planning Submission lodged. Tender Civil Works Package Finalised.
5. Uleybury Eastern Expansion	22	10	Not progressing
6. Education Centre (Woomera)	55	4	Completed
7. Landfill Alternative Diligence	54	5	Joint Workshop held with Project Advisory Group and NAWMA Board 14.04.21
8. Fleetmax	49	8	Completed
9. Repair/Revolve Community Centre (Pooraka)	53	6	Area demarcated in overall Pooraka Upgrade, however has not progressed past the conceptual phase
10. MRF Expansion	61	3	Completed



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## Agenda Item 5.2

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

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**Meeting Date:** 24 June 2021      **Report Type:** Information report (governance)

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**Attachments:** 5.2.1 – Board Action List

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### RECOMMENDATION

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

### Purpose of the Report

To provide the Board with an opportunity to view the current Action List, a record of required actions raised at Board level.

### Background

This is standing Agenda Item for the NAWMA Board.

The list is updated with actions from each meeting of the Board and Committee, with completed actions from previously viewed Action List archived.

### Report

The updated Action List Summary to include May 2021 actions is seen at Table 01 below. The detailed Action List is appended for the information of the Board at Attachment 5.2.1.

**Table 01: Updated Board Action List Summary**

NAWMA Board Actions			
To be started	In Progress	Completed	Total Items
2	6	51	59

It will be noted by the Board that the risk category for each item has been removed pending the completion and endorsement of NAWMA's Risk Management Framework later in 2021.

<b>NAWMA Board Meeting Action List</b> <b>Current at June 2021</b>								
	Meeting Date	Agenda Item No.	Agenda Item Title	Task	Responsible Officer	Target Date	Status	Comments
6	21-Nov-19	7.2	EPA Correspondence	NAWMA's review of the draft public report prior to release	CEO	When report completed	Complete	Complete. NAWMA have been provided with advanced copy of quotes provided by NAWMA.
13	21-Nov-19	8.3	FOGO Modelling	Discussions to be commenced with Constituent Councils on the removal of the price point for the opt-in FOGO service	CEO/COO	FY20/21	In Progress	Workshop held on 11 June 2020 with Constituent Council Operation contacts. Position progressing.
32	25-Jun-20	5.5	Research Road (Pooraka) Transfer Station Lease	CEO to write to City of Salisbury highlighting independent fire safety report and seeking an acknowledgment of the inherited risk and a contribution to remedy the site non-compliance	CEO	Jul-20	In Progress	CEO has flagged this with City of Salisbury Executive for execution.
38	17-Sep-20	5.1	Staff Satisfaction Survey	Pulse-check survey to be completed in July/August 2021 for presentation to September Board Meeting	CEO/EA	Sep-21	In Progress	Planning will commence in June 2021
49	26-Nov-20	8.4	Board Self-Assessment Briefing	Yearly Board Self-Assessment to be scheduled	EA	Sep-21	To be started	Planning will commence in June/July 2021
50	26-Nov-20	8.4	Board Self-Assessment Briefing	Chair to present a Report on alternative models of governance that are consistent with the size and complexity of NAWMA	Chair	Apr-21	In Progress	Chair and CEO working through first draft of Paper for presentation and discussion with Board at June 2021 meeting
52	25-Feb-21	7.1	Commonwealth Government and State Government Co-investment Opportunity	Report be brought forward should the opportunity materialise, and provide all Constituent Council Mayors and Elected Members an advanced copy of any Media Release and Briefing Paper	CEO	May/June 2021	In Progress	Funding announced in May 2021. Report to be presented to Board at scheduled June meeting.
57	03-May-21	7.1	Landfill Alternative Project	CEO to report back to Board on each formal response received by the Constituent Council on their position in relation to the Landfill Alternative Project	CEO	Sep-21	In Progress	Presentations made to each Constituent Council in May/June 2021. Awaiting formal responses.
58	03-May-21	8.2	Draft Annual Business Plan 2020/2021	Draft Annual Business Plan to be distributed to Constituent Councils for review	CEO	May-21	Complete	Plan distributed in May 2021.
59	03-May-21	8.5	FY2020/2021 External Audit Plan	Executive Assistant to distribute Fraud Survey to Board in July 2021 via email	EA	Jul-21	To be started	



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## Agenda Item 5.3

<b>Report Subject:</b>	LGRS Action Plan (standing item)	<b>Report Author:</b>	Chief Executive Officer
<b>Meeting Date:</b>	24 June 2021	<b>Report Type:</b>	Information report (governance, operational, risk)
<b>Attachments:</b>	Nil		

### RECOMMENDATION

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

### Purpose of the Report

To provide the Board with an opportunity to review the Local Government Association Workers Compensation Scheme (LGAWCS) Local Government Risk Services (LGRS) and Mutual Liability Schemes (LGAMLS) 2020-2021 Risk Evaluation Action Plan and discuss the resourcing for NAWMA's WHS and Risk functions.

### Background

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

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

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

The continuation of the two year action plan for 2020-2021 currently contains 31 WHS actions followed by 22 Risk actions, proposed to be completed by 30 September 2022. Any remaining Risk and WHS actions will be allocated to the following year which is scheduled to be NAWMA's next evaluation.

### Report

Due to the short timeframe between the last meeting of the Board and the scheduled meeting, no LGRS Action Plan update is able to be provided at this time. A comprehensive update on the WHS and Risk categories will be provided to the Board at the scheduled September meeting.



**Confidential Items removed**



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## Agenda Item 8.1

<b>Report Subject:</b>	2021/2022 Draft Budget	<b>Report Author:</b>	Chief Executive Officer
<b>Meeting Date:</b>	24 June 2021	<b>Report Type:</b>	Decision report (finance, governance)
<b>Attachments:</b>	8.1.1 - 2021/2022 Draft Budget Model Financial Statements 8.1.2 - 2021/2022 Draft Business Unit Budget 8.1.3 - 2021/2022 Draft Constituent Council Cost Allocations 8.1.4 – 2021/2022 Draft Gate Fee Charges		

### RECOMMENDATION

That:

1. the Board adopts the 2021/2022 Budget, and;
2. that the Board instructs Management to distribute the 2021/2022 Budget documents to Constituent Councils.

### Purpose of the Report

To provide the Board with an opportunity to adopt the Draft 2021/2022 Budget.

### Background

NAWMA must prepare a Draft Budget in accordance with the NAWMA Charter and Local Government Act. Section 11 of the NAWMA Charter specifies;

#### **BUDGETS**

*The Authority must prepare a budget for each financial year.*

*The budget must:*

*deal with each principal activity of the Authority on a separate basis;  
be consistent with and account for activities and circumstances referred to in the Authority's business plan;  
be submitted in draft form to each Constituent Council for approval before 31 March for the next financial year;  
not be adopted by the Board until after 31 May but before 30 September; and  
identify the amount of and the reasons for the financial contributions to be made by each Constituent Council to the Authority.*

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

### Report

The Board were provided with a copy of the Draft 2021/2022 Budget for consideration at the 25 February 2021 Board Meeting. The Board resolved that the Budget be endorsed and subsequently distributed to Constituent Councils for consultation and endorsement.



NAWMA's Chief Executive Officer and Chief Financial Officer presented the endorsed Budget to each of the three (3) Constituent Councils in April and May 2021. Endorsement from each Council we received as follows:

**City of Playford (25 May 2021)**

**14.24 NAWMA BUDGET AND ANNUAL PLAN 2021-2022**

**Responsible Executive Manager: Tina Hudson**

<b>COUNCIL RESOLUTION</b>	<b>4634</b>
<b>Moved: Cr Halls</b>	<b>Seconded: Cr Marsh</b>
<b>Council endorses the draft NAWMA 2021/22 Budget and the draft NAWMA 2021/22 Annual Business Plan.</b>	
<b><u>CARRIED</u></b>	

**City of Salisbury (24 May 2021)**

**2.1.6 NAWMA Draft 2021/2022 Budget**

1. Information received from NAWMA on the draft 2021/22 Budget is noted.
2. Council endorse the draft NAWMA 2021/22 budget.

**Town of Gawler (15 April 2021)**

**5.1 DRAFT 2021/22 NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY BUDGET**

**RESOLUTION 2021:04:COU125**

Moved: Cr D Hughes

Seconded: Cr P Little

That the Draft 2021/22 Northern Adelaide Waste Management Authority Budget be received and endorsed by Council.

**CARRIED UNANIMOUSLY**

The Board are asked to adopt the 2021/2022 Budget for implementation and distribution to Constituent Councils.

*Late note: NAWMA's Administration were very recently notified of the EPA's amendment to the Solid Waste Levy from 1 July 2021. The increase is not material, and no change to the FY22 Budget has been made.*



## Northern Adelaide Waste Management Authority

## Uniform Presentation of Finances

2020/21 \$000 BR1	2020/21 \$000 Proposed BR2		2021/22 \$000 Draft Budget
42,833	43,875	Operating Revenues	44,305
(43,818)	(44,246)	Operating Expenses	(44,208)
(985)	(371)	Operating Surplus / (Deficit)	97
<b>Net Outlays on Existing Assets</b>			
(25)	(25)	Capital Expenditure on renewal and replacement of Existing Assets	(10)
3,092	3,164	Depreciation, Amortisation and Impairment	3,083
-	-	Proceeds from Sale of Replaced Assets	-
3,067	3,139		3,073
<b>less Net Outlays on New and Upgraded Assets</b>			
(1,500)	-	Capital Expenditure on New and Upgraded Assets	(1,500)
176	370	Amounts received specifically for New and Upgraded Assets	-
-	-	Proceeds from Sales of Replaced Assets	-
(1,324)	370		(1,500)
758	3,138	Net Lending / (Borrowing) for Financial Year	1,670

## Northern Adelaide Waste Management Authority

## Statement of Comprehensive Income

2020/21 \$000 BR1	2020/21 \$000 Proposed BR2		2021/22 \$000 Draft Budget
<b>Income</b>			
42456	43,510	User Charges	43,898
153	178	Investment Income	167
0	-	Reimbursements	-
224	187	Other	240
<b>42,833</b>	<b>43,875</b>	<b>Total Income</b>	<b>44,305</b>
<b>Expenses</b>			
3,165	3,629	Employee Costs	3,961
37,063	36,951	Materials, Contracts and Other Expenses	36,734
3,092	3,164	Depreciation, Amortisation and Impairment	3,083
498	502	Finance Costs	430
-	-	Other Expenses	-
<b>43,818</b>	<b>44,246</b>	<b>Total Expenses</b>	<b>44,208</b>
<b>(985)</b>	<b>(371)</b>	<b>Operating Surplus / (Deficit)</b>	<b>97</b>
-	-	Net Gain / (Loss) on Disposal of Assets	-
736	-	Amounts received specifically for new/upgraded assets	930
<b>(249)</b>	<b>(371)</b>	<b>Net Surplus / (Deficit)</b>	<b>1,027</b>
<b>Other Comprehensive Income</b>			
-	-	Other Comprehensive Income	-
<b>(249)</b>	<b>(371)</b>	<b>Total Comprehensive Income</b>	<b>1,027</b>

## Northern Adelaide Waste Management Authority

## Statement of Cash Flows

2020/21 \$000 BR1	2020/21 \$000 Proposed BR2		2021/22 \$000 Draft Budget
<b>Cash Flows from Operating Activities</b>			
42,680	43,697	Operating Receipts	44,138
153	178	Investment Receipts	167
(40,228)	(40,580)	Operating Payments	(40,755)
(498)	(502)	Finance Payments	(430)
<b>2,107</b>	<b>2,793</b>	<b>Net cash provided by (used in) operating activities</b>	<b>3,120</b>
<b>Cash Flows from Investing Activities</b>			
176	370	Amounts specifically for new or upgraded assets	-
-	-	Sale of Replaced Assets	-
(25)	(25)	Expenditure on Renewal/Replacement Assets	(10)
(1,500)	-	Expenditure on New/Upgraded Assets	(1,500)
<b>(1,349)</b>	<b>345</b>	<b>Net cash provided by (used in) investing activities</b>	<b>(1,510)</b>
<b>Cash Flows from Financing Activities</b>			
900	-	Proceeds from Borrowings	900
(1,205)	(1,205)	Repayment of Borrowings	(1,248)
(1,567)	(1,567)	Repayment of Lease Liabilities	(1,589)
<b>(1,872)</b>	<b>(2,772)</b>	<b>Net cash provided by (used in) financing activities</b>	<b>(1,937)</b>
<b>(1,114)</b>	<b>366</b>	<b>Net Increase (Decrease) in cash held</b>	<b>(327)</b>
<b>3,804</b>	<b>3,804</b>	<b>Cash &amp; Cash Equivalents at the beginning of the period</b>	<b>4,170</b>
<b>2,690</b>	<b>4,170</b>	<b>Cash &amp; Cash Equivalents at the end of the period</b>	<b>3,843</b>

# Northern Adelaide Waste Management Authority

## Statement of Financial Position

2020/21 \$000 BR1	2020/21 \$000 Proposed BR2		2021/22 \$000 Draft Budget
<b>Current Assets</b>			
2,690	4,170	Cash & Cash Equivalents	3,843
3,848	3,848	Trade & Other Receivables	3,848
25	25	Stock on Hand	25
<b>6,563</b>	<b>8,043</b>	<b>Total Current Assets</b>	<b>7,716</b>
<b>Non-Current Assets</b>			
-	-	Financial Assets	-
22,261	20,689	Infrastructure, Property, Plant and Equipment	19,116
<b>22,261</b>	<b>20,689</b>	<b>Total Non-Current Assets</b>	<b>19,116</b>
<b>28,824</b>	<b>28,732</b>	<b>Total Assets</b>	<b>26,832</b>
<b>Current Liabilities</b>			
5,296	6,226	Trade & Other Payables	5,296
1,399	1,399	Borrowings	1,442
255	255	Provisions	255
<b>6,950</b>	<b>7,880</b>	<b>Total Current Liabilities</b>	<b>6,993</b>
<b>Non-Current Liabilities</b>			
-	-	Trade & Other Payables	-
3,502	3,502	Provisions	3,442
11,697	10,797	Borrowings	8,817
<b>15,199</b>	<b>14,299</b>	<b>Total Non-Current Liabilities</b>	<b>12,259</b>
<b>22,149</b>	<b>22,179</b>	<b>Total Liabilities</b>	<b>19,252</b>
<b>6,675</b>	<b>6,553</b>	<b>Net Assets</b>	<b>7,580</b>
<b>Equity</b>			
6,015	5,893	Accumulated Surplus	6,920
660	660	Asset Revaluation Reserve	660
<b>6,675</b>	<b>6,553</b>	<b>TOTAL EQUITY</b>	<b>7,580</b>

# Northern Adelaide Waste Management Authority

## Statement of Changes in Equity

2020/21 \$000 BR1	2020/21 \$000 Proposed BR2		2021/22 \$000 Draft Budget
		<b>Accumulated Surplus</b>	
6,264	6,264	<b>Balance at beginning of period</b>	5,893
(249)	(371)	Net Surplus / (Deficit)	1,027
-	-	Transfers from reserves	-
-	-	Transfers to reserves	-
-	-	Distribution to Councils	-
<b>6,015</b>	<b>5,893</b>	<b>Balance at end of period</b>	<b>6,920</b>
		<b>Asset Revaluation Reserve</b>	
660	660	<b>Balance at beginning of period</b>	660
-	-	Gain on Revaluation of Property, Plant and Equipment	-
-	-	Transfers from reserve	-
<b>660</b>	<b>660</b>	<b>Balance at end of period</b>	<b>660</b>
<b>6,675</b>	<b>6,553</b>	<b>Total Equity</b>	<b>7,580</b>

Individual Business Unit Budget Performance		
2021 - 2022		
Kerbside		
<b>Operating Income</b>		
Member Waste	\$4,306,386	
Member Recycling	\$2,181,761	
Member FOGO	\$1,784,812	
Total Kerbside Collection Income		<b>\$8,272,959</b>
Hardwaste	\$955,187	
Total Hardwaste Income		<b>\$955,187</b>
MGB's	\$594,935	
Total MGB Income		<b>\$594,935</b>
Promotions	\$18,720	
Other Income - Promotions		<b>\$18,720</b>
<b>Total Operating Income</b>		<b>\$9,841,802</b>
<b>Operating Expenditure</b>		
Kerbside Collections		
Member Waste	\$4,306,386	
Member Recycling	\$2,181,761	
Member FOGO	\$1,784,812	
Total Kerbside Collection Income		<b>\$8,272,959</b>
Hardwaste		
Hardwaste	\$955,187	
Total Hardwaste Income		<b>\$955,187</b>
MGB's	\$613,655	
MGB's Expense		<b>\$613,655</b>
<b>Total Operating Expenditure</b>		<b>\$9,841,802</b>
<b>Gross Operating Profit / (Loss)</b>		<b>-</b>
Depreciation		
Amortisation		
Rehabilitation Provisions		
Impairment Of Assets		
<b>Operating Surplus / (Deficit)</b>		<b>-</b>
<b>Net Operating Profit / (Loss)</b>		<b>-</b>

Individual Business Unit Budget Performance			
2021 - 2022			
Waste			
<b>Operating Income</b>			
Waste Processing and Disposal			
Member Waste	\$4,506,880		
Commercial	\$2,229,425		
Total Waste Processing Income			<b>\$6,736,305</b>
Hardwaste Processing			
Hardwaste	\$658,404		
Total Hardwaste Income			<b>\$658,404</b>
State Waste Levy			
State Waste Levy	\$9,161,072		
Total State Waste Levy Collected			<b>\$9,161,072</b>
Other income			
Solar & Gas Royalty Income	\$16,800		
Building Lease income	\$95,876		
Total Other Income			<b>\$112,676</b>
<b>Total Operating Income</b>			<b>\$16,668,458</b>
<b>Operating Expenditure</b>			
Waste Processing and Disposal			
Processing and Disposal Expenditure	\$3,482,843		
Total Waste Processing and Disposal expenditure			<b>\$3,482,843</b>
State Waste Levy			
State Waste Levy	\$9,161,072		
Total State Waste Levy			<b>\$9,161,072</b>
Production			
Employee & Contracts Costs	\$1,050,247		
Administration & Promotion	\$299,756		
Operating Costs	\$723,218		
Work, Health & Safety	\$21,360		
Fees, Charges & Taxes	\$224,283		
Finance Costs	\$73,085		
Total Production Expenditure			<b>\$2,391,948</b>
<b>Total Operating Expenditure</b>			<b>\$15,035,863</b>
<b>Gross Operating Profit / (Loss)</b>			<b>\$1,632,595</b>
Depreciation	\$253,836		
Amortisation	\$1,294,648		
<b>Operating Surplus / (Deficit)</b>			<b>\$84,111</b>
<b>Net Operating Profit / (Loss)</b>			<b>\$84,111</b>

Individual Business Unit Budget Performance			
2021 - 2022			
Recycling			
<b>Operating Income</b>			
Waste Processing and Disposal			
Member Waste	\$1,362,155		
Non Member Waste	\$1,425,594		
Total Waste Processing Income			<b>\$2,787,749</b>
Recyclable Materials Sales			
MRF Sales	\$5,068,757		
Total Recyclable Materials Sales			<b>\$5,068,757</b>
Fees & Charges Income			
MRF Sort Fees	\$2,170,071		
Total Fees and Charges Income			<b>\$2,170,071</b>
<b>Total Operating Income</b>			<b>\$10,026,577</b>
<b>Operating Expenditure</b>			
Waste Processing and Disposal			
Total Waste Processing Income	\$2,310,424		<b>\$2,310,424</b>
Production			
Employee & Contracts Costs	\$4,508,317		
Administration & Promotion	\$79,440		
Operating Costs	\$1,900,121		
Work, Health & Safety	\$64,130		
Fees, Charges & Taxes	\$17,500		
Finance Costs	\$292,324		
	-		
Total Production Expenditure			<b>\$6,861,833</b>
<b>Total Operating Expenditure</b>			<b>\$9,172,257</b>
<b>Gross Operating Profit / (Loss)</b>			<b>\$854,320</b>
Depreciation	\$791,539		
Amortisation	\$189,586		
Rehabilitation Provisions			
Impairment Of Assets			
<b>Operating Surplus / (Deficit)</b>			<b>(\$126,805)</b>
<b>Net Operating Profit / (Loss)</b>			<b>(\$126,805)</b>

Individual Business Unit Budget Performance			
2021 - 2022			
Transfer Station			
<b>Operating Income</b>			
Transfer Station Gate Fees			
Transfer Station Gate Fees	\$4,221,275		
Transfer Station - Others			
Total Waste Processing Income		<b>\$4,221,275</b>	
Hardwaste Vouchers			
Hardwaste Salisbury	\$772,451		
Hardwaste Playford	\$406,162		
Hardwaste Gawler	\$78,840		
Total Hardwaste Income		<b>\$1,257,453</b>	
Other income			
Building Lease income	\$47,000		
Total Other Income		<b>\$47,000</b>	
<b>Total Operating Income</b>		<b>\$5,525,727</b>	
<b>Operating Expenditure</b>			
Waste Disposal	\$2,892,866		
Total Waste Disposal Expenditure		<b>\$2,892,866</b>	
Production			
Employee & Contracts Costs	\$1,106,449		
Administration & Promotion	\$99,522		
Operating Costs	\$268,290		
Work, Health & Safety	\$28,200		
Finance Costs	\$102,732		
Total Production Expenditure		<b>\$1,605,193</b>	
<b>Total Operating Expenditure</b>		<b>\$4,498,059</b>	
<b>Gross Operating Profit / (Loss)</b>		<b>\$1,027,668</b>	
Depreciation	\$21,218		
Amortisation	\$474,003		
Rehabilitation Provisions			
Impairment Of Assets			
<b>Operating Surplus / (Deficit)</b>		<b>\$532,447</b>	
<b>Net Operating Profit / (Loss)</b>		<b>\$532,447</b>	

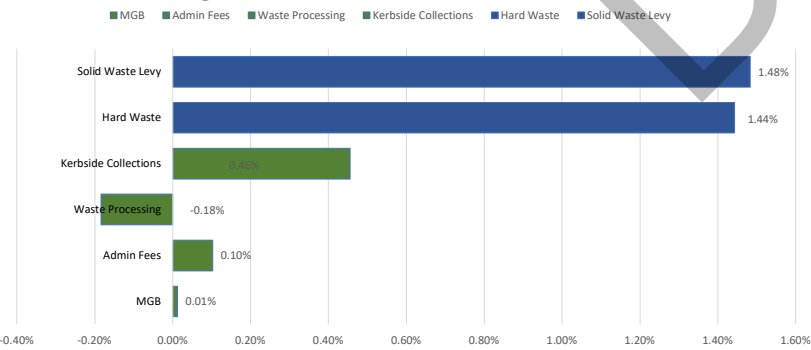
Individual Business Unit Budget Performance			
2020 - 2021			
Corporate			
<b>Operating Income</b>			
Hardwaste Administration Income			
Hardwaste Administration	\$88,212		
Total Hardwaste Income			<b>\$88,212</b>
Administration Income			
Member Administration Fees	\$1,885,138		
Research Rd contribution - CoS	-		
Interest on Deposits	\$24,000		
Promotions Income	\$150,000		
Other Income	\$54,000		
Total Administration Income			<b>\$2,113,138</b>
<b>Total Operating Income</b>			<b>\$2,201,350</b>
<b>Operating Expenditure</b>			
Administration Expenditure			
Employee & Contracts Costs	\$1,423,254		
Administration & Promotions	\$939,600		
Work, Health & Safety	-		
Fees, Charges & Taxes	\$46,220		
Governance	\$116,200		
Finance Costs	\$10,572		
Total Administration Expenditure			<b>\$2,535,846</b>
<b>Total Operating Expenditure</b>			<b>\$2,535,846</b>
<b>Gross Operating Profit / (Loss)</b>			<b>(\$334,496)</b>
Depreciation	\$28,000		
Amortisation	\$30,486		
Rehabilitation Provisions	-		
Impairment Of Assets	-		
<b>Operating Surplus / (Deficit)</b>			<b>(\$392,982)</b>
Grant Income - Amounts received for new /upgraded assets	\$930,000		
<b>Net Operating Profit / (Loss)</b>			<b>\$537,018</b>

Breakdown of Cost Allocations to Constituent Councils 2021/2022				
Constituent Councils				

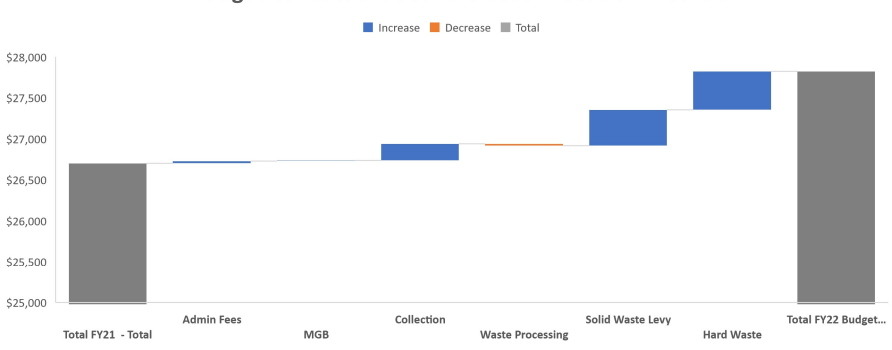
Waste Category ('000)	2020/21 Budget Review One (BR1)	2021/22 Draft Budget	Variance 2021/22 BUD - 2020/21 BR1	YOY Weighted Variance (%)
Admin Fees	\$1,857	\$1,884	\$28	0.10%
MGB	\$345	\$352	\$7	0.03%
Domestic Waste Collection	\$4,206	\$4,280	\$74	0.28%
Domestic Waste Processing	\$3,114	\$3,256	\$142	0.53%
Solid Waste Levy - Domestic Waste	\$8,121	\$8,564	\$443	1.66%
Domestic Waste	\$15,441	\$16,100	\$659	2.47%
Recycling Waste Collection	\$2,109	\$2,172	\$63	0.24%
MRF Budget Repairs	\$276	\$96	-\$180	-0.67%
MRF Residual Waste	\$917	\$990	\$73	0.27%
MRF Glass Fines	\$462	\$356	-\$106	-0.40%
Recycling	\$3,764	\$3,614	-\$150	-0.56%
Garden Organics Collection	\$1,722	\$1,792	\$70	0.26%
Garden Organics Processing	\$870	\$917	\$47	0.18%
Garden Organics Disposal	\$0	\$0	\$0	0.00%
Garden Organic	\$2,592	\$2,709	\$117	0.44%
Total - Kerbside Waste Service	\$23,999	\$24,659	\$661	2.47%
Hard Waste Vouchers	\$1,097	\$1,257	\$160	0.60%
Hard Waste Collection	\$1,606	\$1,907	\$301	1.13%
Hard Waste	\$2,703	\$3,164	\$461	1.72%
Total	\$26,702	\$27,823	\$1,121	4.20%

Charge Category ('000)	2020/21 Budget Review One (BR1)	2021/22 Draft Budget	Variance 2021/22 BUD - 2020/21 BR1	YOY Weighted Variance (%)
MGB	\$345	\$352	\$7	0.03%
Admin Fees	\$1,857	\$1,884	\$28	0.10%
Waste Processing	\$5,639	\$5,615	-\$24	-0.09%
Kerbside Collections	\$8,037	\$8,244	\$207	0.77%
Solid Waste Levy	\$5,181	\$5,618	\$437	1.64%
Hard Waste	\$5,643	\$6,110	\$467	1.75%
Total	\$26,702	\$27,823	\$1,121	4.20%

FY22 Budget Constituent Councils Cost Allocation Increase



FY22 Budget Constituent Councils Cost Allocation Breakdown



RESOURCE RECOVERY CENTRES **Prices For the Period of July 2021 to June 2022**

WASTE TRANSFER STATION/SALVAGE AND SAVE/SCOUTS RECYCLING DEPOT

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

Gate 3 Bellchambers Rd, Edinburgh North & Pooraka Transfer Station

Type of Vehicle	General Waste	General Waste FY22 Budget	Green Waste Current	Green Waste FY22 Budget	Concrete Current	Concrete FY22 Budget	Clean Fill Current	Clean Fill FY22 Budget
Minimum Charge	\$18	\$18	\$10	\$10		-		
Car Boot/240l Bin	\$30	\$31	\$10	\$11	-	-	-	-
Station Wagon	\$42	\$43	\$19	\$20	-	-	-	-
Utes and Vans (Level)	\$74	\$76	\$33	\$34	\$33	\$35	\$22	\$23
Utes and Vans (Raised)	\$83	\$85	\$44	\$46	-	-	-	-
Trailer 6 x 4 (Level)	\$75	\$77	\$33	\$34	\$33	\$35	\$22	\$23
Trailer 6 x 4 (Raised or Caged)	\$90	\$92	\$44	\$46	-	-	-	-
Trailer 7 x 5 (Level)	\$75	\$93	\$33	\$40	\$33	\$40	\$22	\$25
Trailer 7 x 5 (Raised or caged)	\$90	\$104	\$44	\$52	-	-	-	-
Trailer 8 x 5 (Level)	\$101	\$105	\$44	\$46	\$44	\$46	\$27	\$28
Trailer 8 x 5 (Raised or caged)	\$116	\$120	\$52	\$55				
Larger than 8 x 5 (Level)	\$117	\$121	\$54	\$56	\$46	\$51	\$32	\$33
Larger than 8 x 5 (Raised or caged)	\$161	\$166	\$78	\$79	\$57	\$62	\$48	\$50
All other Vehicle Combinations with greater than 3 tonne tare	\$127	\$147	\$62	minimum charge @ \$78	-		-	
Car Trailer/Tray Trucks (Raised)	\$170	\$196	\$92	minimum charge @ \$78	-		-	
All Trucks per Tonne ( incl vehicles with 3 greater than 3 tonne tare)	commerical rate				\$33	\$35		

\* The above prices are GST inclusive.

NAWMA - FY22 Budget Constituent Council's Hardwaste Vouchers

Type of Voucher	FY21 (ex GST)	FY22 Budget (ex GST)
Voucher	\$78.20	\$79.80
Voucher - Mattress	\$30.00	\$30.00
Voucher - Extra	\$22.00	\$22.50

Other Material	FY20/21 Charge	FY21/22 Charge
Metal	Free	Free
E-Waste – TV's, Computers	Free	Free
Polystyrene	Free	Free
	GW fees apply	GW fees apply
Cardboard	Free	Free
Waste Oil – Max 20 litres per person	Charge for vessel only	Charge for vessel only
Gas Cylinders	Free	Free
Fluro Tubes	Free	Free
Paint	Free	Free
Car Batteries	Free	Free
Household Batteries	Free	Free
X-rays	From \$1	From \$1
Tyres off Rim	\$12	\$12
Tyres on Rim	\$17	\$18
4WD/Light Truck	\$30	\$30
Truck	\$55	\$56
Large truck/tractor:	\$130	\$132
Single Mattress	\$27	\$28
Double Mattress	\$32	\$33

WASTE DISPOSAL			
Gate Prices for the period of July 2021 to Jun 2022			
EDINBURGH NORTH, EDINBURGH PARK AND ULEYBURY LANDFILL			
Constituent Councils:	Tonnage Rate	Solid Waste Levy	Total
Member Council Waste (incl MRF residual waste)	\$55.90	\$147.00	\$202.90
Screenings	\$28.60	\$147.00	\$175.60
MRF Glass Fines	\$103.00		\$103.00
Green Organics	\$50.50		\$50.50
Kerbside Green Organics	\$30.50		\$30.50
Clean fill/Bricks etc to Transfer Station	\$25.00		\$25.00
External:			
External Volume	Tonnage Rate	Solid Waste Levy	Total
General Waste	\$70.80	\$147.00	\$217.80
ILC (<1,000 tonnes)	\$38.00	\$147.00	\$185.00
Bitumen/Road Base	\$40.00		\$40.00
Bricks/Concrete (<200mm, mesh only)	\$40.00		\$40.00
*Clean fill (<1,000 tonnes)	\$15.00		\$15.00
*Clean fill (>1,000 tonnes)	\$15.00		\$15.00
* If Clean fill is directly delivered to Uleybury Landfill site by customers the price for Clean fill can be negotiable with NAMWA.			
FY22 Budget - MRF Fees & Charges			
Fee Category	FY22 Budget Gate Fee per tonne (ex GST)		
MRF Gate Fee - Constituent Councils	\$5.0		

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

## Agenda Item 8.2

<b>Report Subject:</b>	Draft Annual Business Plan 2021/2022	<b>Report Author:</b>	Chief Executive Officer
<b>Meeting Date:</b>	24 June 2021	<b>Report Type:</b>	Decision report (operational, governance, financial)
<b>Attachments:</b>	8.2.1 – Draft Annual Business Plan 2021/2022		

### RECOMMENDATION

That:

1. Subject to City of Salisbury and Town of Gawler endorsing the Annual Business Plan in full, the Board adopt the Draft 2021/2022 Annual Business Plan, and;
2. that the Board instructs Management to distribute the 2021/2022 Annual Business Plan to Constituent Councils.

### Purpose of the Report

To provide the Board with an opportunity to adopt the Draft 2021/2022 Annual Business Plan for distribution to Constituent Councils.

### Background

Clause 12 of the NAWMA charter states:

#### 12 BUSINESS PLAN

**12.1** The Authority shall have a Business Plan that continues in force for the period specified therein or until the earlier adoption by the Authority of a new Business Plan.

**12.2** The Authority must, in consultation with the Constituent Councils, review its Business Plan on an annual basis.

### Report

The Board were presented with a copy of the Draft 2021/2022 Annual Business Plan for consideration at the 29 April 2021 Joint Meeting with the NAWMA Audit Committee. The Board endorsed this document to be distributed to Constituent Councils for review, consideration and endorsement at this time.

At the time of Report writing, one (1) of NAWMA's Constituent Councils has endorsed the 21/22 Annual Business Plan, as follows:

City of Playford (25 May 2021)

**14.24 NAWMA BUDGET AND ANNUAL PLAN 2021-2022**

Responsible Executive Manager: Tina Hudson

<b>COUNCIL RESOLUTION</b>	<b>4634</b>
<b>Moved: Cr Halls</b>	<b>Seconded: Cr Marsh</b>
<b>Council endorses the draft NAWMA 2021/22 Budget and the draft NAWMA 2021/22 Annual Business Plan.</b>	
<b><u>CARRIED</u></b>	

The item is expected to be considered by City of Salisbury at their upcoming meeting of 28 June 2021, and by Town of Gawler at their upcoming meeting of 29 June 2021. Should both of these Constituent Councils endorse the 2021/2022 Draft Annual Business Plan at the above-mentioned meetings, the Board are asked to adopt the Plan for implementation and distribution to Constituent Councils.





# Draft Annual Business Plan 2021–2022

## 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 2021/2022 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**, Charter, Long Term Financial Plan, and any associated Board endorsed Policies (ie Treasury Management Policy)

## 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, Risk 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, whilst delivering local employment and business opportunities of global significance.*

**Table 2.1: Current Service Levels by Constituent**

Constituent Council	Kerbside Collection Contract	Hard Waste Collection	Hard Waste Drop-Off Codes	MSW Bin	Recycling Bin	FOGO Bin	Customer Service	Education and Promotion	MRF Processing	FOGO Processing	Landfill Disposal	Bin Repairs and Replacements	Bellchambers Road RRC/W/PF	Research Road RRC	Bin Administration
City of Salisbury	X	X	X	X	X	Optional	X	X	X	X	X	X		X	X
City of Playford	X	X	X	X	X	Optional	X	X	X	X	X	X	X		X
Town of Gawler	X	X	X	X	X	Optional	X	X	X	X	X	X			X

### 3. Activities

#### 3.1. Corporate Governance

- 3.1.1. **Policy Review and development of an update program:** In order to establish a fit-for-purpose Corporate Governance Framework to keep pace with NAWMA's fast growing and continually increasing levels of service to Constituent Councils, a thorough Policy review and update is much needed. In consultation with Local Government Risk Services (LGRS) and other identified relevant stakeholders, NAWMA will undertake a comprehensive Policy review before developing an update program for all Policies.
- 3.1.2. **Internal Risk Assessment and Controls:** As a result of the Local Government Association Workers Compensation Scheme (LGAWCS) and Local Government Association Mutual Liability (LGAMLS) 2019 Audit, NAWMA is required to implement a series of risk and internal control assessments, ongoing treatments and training, in order to achieve conformance under the Model Framework. NAWMA's Administration will work collaboratively with the Scheme towards conformance, in preparation and readiness for the scheduled 2022 Audit.
- 3.1.3. **Implementation of a compliant Records Management System:** Under the *State Records Act 1997* NAWMA has an obligation to maintain official records in its custody in good order and condition, including the capture, storage, maintenance and disposal of records in both physical and electronic forms. NAWMA has arguably outgrown the current records management system. An investigation into a fit for purpose Records Management System will be undertaken in 2021/2022 with a rollout plan for the physical implementation of the system to be developed, along with revised internal processes. NAWMA will look where possible to duplicate Constituent Councils systems.
- 3.1.4. **Staff Satisfaction Survey (alternate year; pulse check):** With a full Staff Satisfaction Survey undertaken in July 2020, the NAWMA Board instructed Management to undertake this process every two (2) years, with a smaller pulse-check survey to be implemented on the alternate year. NAWMA will run the 2021 survey in-house, utilising the online survey tool SurveyMonkey to run the short form survey, with all responses from staff being anonymised by the online platform. The survey will check in on staff's mood and fulfilment and will identify areas for improvement. The feedback from the survey will be presented to the NAWMA Board and used to further develop the organisation and staff experience.
- 3.1.5. **Review of Charter/Governance:** In accordance with Clause 4.5 of NAWMA's Charter, the document must be reviewed at least once in every four (4) years. The review of the Charter is now due, and the first drafting will be undertaken by NAWMA's Management in this financial year. Necessary changes will be published in the South Australian Government Gazette. The NAWMA Board through a self-assessment have also identified a review of the Governance Structure as a priority. The current governance arrangements have and continue to serve NAWMA and the Constituent Councils very well and comply in full with the Local Government Act, Regulations, and Charter. However, given the rapid growth in size, scale, and complexity of NAWMA, an opportunity to explore other governance models without losing the direct connectedness with Constituent Councils will be undertaken and reported back to the NAWMA Board.

**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	Policy Review and development of an update program	Objective 3; Strategies 3 & 11	Completion of Policy Review and development of update program
3.1.2	Internal Risk Assessment and Controls	Objective 3; Strategies 3 & 11	Implementation of internal control assessment procedure as business as usual
3.1.3	Implementation of a compliant Records Management System	All	Investigation into a fit for purpose Records Management System complete
3.1.4	Staff Satisfaction Survey (alternate year; pulse check)	Objective 3	Pulse check Staff Satisfaction Survey complete
3.1.5	Review of Charter/Governance	All	Charter review complete and changes gazetted (if necessary)

### 3.2. Operational Efficiencies

- 3.2.1. **Upgrade of Research Road Resource Recovery Centre:** In conjunction with site owner City of Salisbury, NAWMA have committed to the completion of the upgrade of the site within the 2021/2022 financial year. Planning approvals have been received, and NAWMA will deliver a contemporary site with high customer usability and transport efficiencies.
- 3.2.2. **Develop downstream (onshore) markets for Glass Fines:** In line with NAWMA's commitment to processing of recovered resources, a focus for this financial year will be in recovered glass fines (that are deemed unsuitable for recycling back into glass bottles) being used as an aggregate substitute in civil applications. Ideally, this will occur in Constituent Councils own road reseal, footpath and kerbing applications, but where this is not possible, NAWMA will work with other South Australian (and interstate) civil based contractors to utilise the recycled glass.
- 3.2.3. **Recycled Paper Polishing (quality) Plant diligence;** NAWMA's Materials Recovery Facility reduces contamination (impurities) in the recovered paper from yellow lid bins to around 6-8%, which is acceptable under current trading conditions. NAWMA's Administration understands that in order to comply with the impending Commonwealth Export Ban Legislation (recovered paper scheduled for 2024), further processing of NAWMA's fibre will be needed to reduce contamination levels to around 1-2%. This will require further processing, either on-site by NAWMA, or by others elsewhere. NAWMA developed a Business Case for establishing a Recycled Paper Polishing Plant in the NAWMA Region. In consultation with the Federal and State Government, NAWMA will undertake further due diligence on the Plant should the co-investment grant funding envelope for the capital costs be secured under the 1:1:1 Recycling Modernisation Fund.
- 3.2.4. **Landfill Alternative Project;** NAWMA's Board established a Special Purpose Vehicle (or Project Advisory Group) to undertake due diligence on a landfill alternative technology that may be suitable to service the region. The Draft Business Plan and associated Draft 2021/2022 Budget makes allowance for the continued, but accelerated, diligence of this potentially transformational project. Given the highly sensitive nature of this Project, further elaboration on this element of the Business Plan is tabled to the NAWMA Board as a standing item on each Board Meeting Agenda.

**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	<b>Upgrade of Research Road Resource Recovery Centre</b>	Objectives 1, 2 & 3	Upgrade completion
3.2.2	<b>Develop downstream (onshore) markets for Glass Fines</b>	Objectives 1, 2 & 3 Strategies 4 & 10	Significant recycled glass utilised in Constituent Councils civil procurement, and/or local/domestic market entered
3.2.3	<b>Recycled Paper Polishing (quality) Plant diligence</b>	Objectives 1, 2 & 3 Strategies 4 & 10	Further due diligence completed
3.2.4	<b>Landfill Alternative Project</b>	All	Continued accelerated diligence

### 3.3. Workplace Health, Safety, Risk and Quality

- 3.3.1. **Risk Management Software Platform (Skytrust):** NAWMA will continue to make strides in the documentation, automation (where possible) and repeatability of hazard/risk/safety identification and reporting. The Local Government Association endorsed Skytrust platform will be further embedded into business as usual throughout 2021/2022 to assist NAWMA in this regard.
- 3.3.2. **LGAWCS and LGAMLS Risk Evaluation Action Plan:** As a result of the Local Government Association Workers Compensation Scheme (LGAWCS) and Local Government Association Mutual Liability (LGAMLS) 2019 Audit, NAWMA has developed an Action Plan to review, monitor, inform and complete the actions required within a three (3) year period to move NAWMA to a compliant WHS system. NAWMA's Administration will work collaboratively with the Scheme towards conformance.
- 3.3.3. **Development of a Risk Management Framework and Corporate Risk Register, and rollout of risk training across the organisation:** As a full member of the Local Government Association Workers Compensation Scheme (LGAWCS) and Local Government Association Mutual Liability (LGAMLS), NAWMA are required to develop a Risk Management Framework and Corporate Risk Register. NAWMA's drafted Risk Management Framework and Risk Register will be reviewed by the Local Government Risk Services (LGRS), with training content to be developed and rolled out across NAWMA's Administration, as appropriate to the relevant role.

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

Activity number	Activity	2018-2025 Strategic Plan Linkage	Metric
3.3.1	<b>Risk Management Software Platform (Skytrust)</b>	Objectives 1, 2 & 3; Strategies 6, 8, 10 & 11	Skytrust implemented as business as usual
3.3.2	<b>LGAWCS and LGAMLS Risk Evaluation Action Plan</b>	Strategies 2 & 10	70% completion (or more) on each Action Plan
3.3.3	<b>Development of a Risk Management Framework and Corporate Risk Register, and rollout of risk training across the organisation</b>	All	Framework adopted, risk register business as usual and training complete

### 3.4. Community Education and Engagement

- 3.4.1. **Phase 2 of NAWMA's Resident Engagement Strategy (RES):** Phase 1 of the RES was undertaken throughout November 2020 – June 2021 and involved doorknocking in target areas and a community survey. The information obtained in Phase 1, as well as data collected by WasteTrack, will be utilised to design a range of targeted community-based educational programs to reduce contamination within household recycling bins.
- 3.4.2. **Kerbside collection service review:** Information obtained in the 2020/21 community survey, via which more than 3,000 residents, provided feedback about NAWMA's current kerbside collection service, will assist with the review of the service. This will ensure it meets the needs of the community and achieves high quality, recoverable materials whilst minimising waste to landfill. Data from the next kerbside audit (scheduled for late 2021) will also feed into this review. Recommendations from Management based on all of this available data will be delivered to both the NAWMA Board and Constituent Councils for discussion.
- 3.4.3. **Introduction of a new call-centre solution phone system:** With service levels and number of residents NAWMA interact with ever increasing, the introduction and implementation of a new call-centre solution phone system will allow NAWMA's Customer Service team to log and track calls and utilise the data from these touchpoints. The data compiled will be extrapolated to uncover any patterns in communication and further identify areas for improvement and allows flexibility in working from home arrangements when necessary due to its cloud-based nature.

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

Activity number	Activity	2018-2025 Strategic Plan Linkage	Metric
3.4.1	<b>Phase 2 of NAWMA's Residential Engagement Strategy (RES)</b>	Objective 2	Development of targeted community-based educational programs. Reduction in contamination within household recycling bins
3.4.2	<b>Kerbside collection service review</b>	Objectives 1 & 3	Review of kerbside collection service and advice and recommendations provided to Board
3.4.3	<b>Introduction of a new call-centre solution phone system</b>	Objective 1; Strategies 10 & 11	Implementation of call-centre solution phone system as business as usual

### 3.5. Financial Sustainability

- 3.5.1. **Business Intelligence software implementation:** To continue to further opportunities in business efficiency and improvement across the multiple platforms used at NAWMA, data integration and analysis through Business Intelligence (BI) software is required. BI software provides comprehensive performance metrics, in near real time, to support NAWMA in better decision making. NAWMA's Administration will make progress on the implementation of BI software on a two (2) year program, assisted by the recently Board endorsed resourcing strategy.
- 3.5.2. **A long-term strategy to maintain financial sustainability:** Financial sustainability is a critical performance measure for NAWMA in order to maintain a solid and healthy financial position and sufficiently replace or renew existing infrastructure assets as they reach the end of their useful lives. The financial indicators used provide the assessment of NAWMA's financial sustainability are Net Financial Liabilities Ratio, Operating Surplus Ratio and Asset Sustainability Ratio.

**Table 3.5: Summary of activities to deliver on the Financial Sustainability objective**

Activity number	Activity	2018-2025 Strategic Plan Linkage	Metric
3.5.1	<b>Business Intelligence software implementation</b>	All	Investigation into a fit for purpose Business Intelligence program
3.5.2	<b>A long-term strategy to maintain financial sustainability</b>	All	Responsible financial management to meet financial metrics and funding requirements

**Table 4: Summarised Draft 2021/2022 NAWMA Annual Business Plan**

<b>Draft 2021/2022 Annual Business Plan Identified Priority Activities</b>	<b>Primary Responsible Officer</b>
Policy Review and development of an update program	Executive Assistant
Internal Risk Assessment and Controls	Chief Financial Officer
Implementation of a compliant Records Management System	Executive Assistant
Staff Satisfaction Survey (alternate year; pulse check)	Executive Assistant
Review of Charter/Governance	Chief Executive Officer and Executive Assistant
Upgrade of Research Road Resource Recovery Centre	Chief Operations Officer
Develop downstream (onshore) markets for glass fines	Chief Operations Officer
Recycled Paper Polishing (quality) Plant diligence	Chief Executive Officer
Landfill Alternative Project	Chief Executive Officer
Risk Management Software Platform (Skytrust)	WHS and Environmental Officer
LGAWCS and LGAMLS Risk Evaluation Action Plan	WHS and Environmental Officer and Executive Assistant
Development of Risk Management Framework and Corporate Risk Register, and rollout of risk training across the organisation	Chief Financial Officer and Executive Assistant
Phase 2 of NAWMA's Residential Engagement Strategy (RES)	Education and Community Projects Officer
Kerbside collection service review	Education and Community Projects Officer
Introduction of a new call-centre solution phone system	Team Leader Administration
Business Intelligence software implementation	Chief Financial Officer
A long-term strategy to maintain financial sustainability	Chief Financial Officer

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## Agenda Item 8.3

<b>Report Subject:</b> Sustainable Procurement (interim resetting of strategy)	<b>Report Author:</b> Chief Executive Officer
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<b>Meeting Date:</b> 24 June 2021	<b>Report Type:</b> Information report (governance)
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<b>Attachments:</b> 8.3.1 – Sustainable Procurement (Recycled Content) “Specification”
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### RECOMMENDATION

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

### Purpose of the Report

To provide the Board with an update on the resetting of the (interim) Sustainable Procurement strategy that has the immediate potential to provide material financial benefit to NAWMA, in addition to the reputation and environmental credentials that flow from using recycled content in local government and civil applications.

### Background

The Board will recall multiple references to the financial benefit (cited at approximately \$1.4M per annum minus amortisation of capital investment) that would be realised when NAWMA can secure a long term solution for the 10,000-15,000 tonnes per annum of glass fines.

Glass fines are the small glass fragments not suitable (or incapable of) returning to bottle recycling being recovered from NAWMA’s Materials Recovery Facility since commissioning of the glass fines recovery plant in mid 2020.

NAWMA successfully secured \$1.5M in State Government Grant Funding to enable the glass fines recovery plant, achieving immediate diversion of this most recyclable resource from landfill.

There is an opportunity to utilise the glass fines in roads, footpaths and asphalt to replace virgin sand.

### Report

NAWMA’s Chief Executive Officer sits on the State Government High Level Working Group on Sustainable Procurement, where it became evident that the appetite within Department of Infrastructure and Transport for use of glass in large state civil infrastructure applications was low (despite it being adopted as common practice in other jurisdictions).

In collaboration with Constituent Councils, private sector (civil) contractors, tertiary institutions, and others, NAWMA has successfully trialled the application of glass fines in many civil settings, proving yet again the local solution could work.

A series of workshops facilitated by NAWMA over an 18-month period were held with Officers across many Council Business Units identifying the opportunity in terms of procurement of civil infrastructure, particularly as it relates to glass fines.

In the absence of one, NAWMA have developed a template “specification” that was distributed to Constituent Councils (refer attached).

At the time of writing this Report NAWMA has been unable to have the glass fines mandated (or specified, or incentivised) in any Constituent Council Procurement Policy. This has not been due to a lack of effort and attention by any respective Council, but has been due to either a mismatch with the respective council procurement cycle timing, or other reasons which have been explained to NAWMA’s Administration.

Executing the NAWMA Charter and the mandate to deliver efficiencies, NAWMA’s Administration is now resetting the strategy and tactics to reverse vend the glass fines to a capable and willing South Australian private civil sector.

Through the direct engagement with the private civil sector, and under the auspice of the Environment Protection Authority, and other agencies, the successful application of glass fines recovered from residents yellow top bins has been evidenced into road, footpath, asphalt and other municipal infrastructure.

To fully achieve NAWMA’s objectives in establishing the glass fines recovery plant, NAWMA’s Administration is now enacting a reverse procurement (vend) process, often referred to as an “offtake agreement”.

NAWMA will invite selected parties to bid on the receipt of NAWMA’s glass fines for final cleanup, blending, crushing and screening, prior to use in South Australian civil applications. The invited parties will need to satisfy a number of non-price criteria such as;

- Based in South Australia, preferably with footprint in the NAWMA Region
- Demonstrated capability and experience in the application of MRF glass fines in civil applications
- Demonstrated markets for the glass fine blended material to enter into
- Demonstrated environmental, safety, quality systems as it relates to the use and application of recycled materials

NAWMA will also invite the parties to enter a price point for the receipt of the glass fines.

Through an evaluation process, and in adherence with NAWMA’s Procurement Policy, a party (or parties) will be awarded with an agreement to receive the glass fines for a prescribed period.

While it is likely that some (or all) of this material will be applied in other local government jurisdictions, during the initial period, NAWMA intends on awarding tenure to align with future Constituent Council procurement cycles.

The tenure will also be awarded on the premise that it will not stifle innovation in the use of glass fines in other “higher order” or “upcycling” opportunities being explored by tertiary institutions in South Australia and other States.



PROCUREMENT SPECIFICATION

Recycled Content

*Drafting Note - to be deleted by Council prior to publication.*

This Specification has been drafted to inform Council of the opportunity to input locally-sourced recovered recycled materials into Council’s procurement policy or Request for Tender packages. It is not prescriptive, rather it serves to provide some background on the opportunity for Council to take a leadership position on transitioning to a Circular Economy. This can be achieved by directly asking those entities that provide goods and services to Council, to use the recycled materials presented through yellow-lid kerbside recycling bins by residents in the Northern Region (where possible) that are processed by NAWMA, or NAWMA’s Resource Recovery Centres.

As an owner of NAWMA, Council is uniquely placed to lean further than almost any other Council into the Circular Economy supply chain, and illustrate to your community that recycling right not only helps the environment, it can be a way to reuse materials in the very roads, footpaths, furniture and open spaces that improve the community space amenity. Concurrently, NAWMA estimates that by returning the entire volumes of recycled materials outlined in this Specification into products, it could represent a multimillion dollar saving for NAWMA’s Owner Councils.

To assist with creating local jobs and a true circular economy, NAWMA encourages the Town of Gawler to incentivize or mandate for products containing locally-recycled material (i.e., material recovered from the local area via yellow-lid household recycling bins and NAWMA’s Resource Recovery Centre operations).

Such materials have low transport generated greenhouse gases emissions associated with them, which helps Council towards reducing its Scope 3 emissions. Using such material also supports the local resource recovery and remanufacturing sectors which creates local employment. Some of this will be within NAWMA itself - a subsidiary of the Town of Gawler. Where it is not possible to obtain products containing locally-sourced recycled content, alternate recycled content material could be sought to demonstrate Council’s commitment to building the Circular Economy and environmentally-sustainable procurement practices.



In order to support these outcomes, NAWMA suggests that when selecting suppliers, in addition to considering price, a non-price weighting be firstly given to locally-sourced recycled content materials and/or products (refer Table 1 below), secondly to recycled content materials and/or products (refer to Appendix A), and lastly to non-recycled (virgin) materials and/or products.

As an example, the nine councils involved in the Local Government Association (LGA) South Australia Circular Procurement Pilot Project give a weighting of 20% for recycled content when evaluating a product's non-financial component. Something similar may be adopted as part of the Town of Gawler procurement procedure.

It is also timely to note the recommendations for local government around buying recycled content items, made at the LGA Annual General Meeting held on Thursday 29 October 2020 (Appendix B).

**Table 1: Examples of materials made from locally-sourced recycled content**

<i>Example items</i>	<i>Source of recycled content</i>	<i>Approximate annual tonnages recovered by NAWMA</i>	<i>Examples of suppliers known to use recycled content recovered by NAWMA</i>	<i>Examples of suppliers of other recycled content products</i>
Outdoor park/street furniture	HDPE containers such as shampoo and milk bottles	1,300	APR (Advanced Plastic Recycling)	Replas Plastic Forests Green Pipe
Road/footpath base material	Glass fines (<50mm) from glass bottles and jars	10, 000 – 11,000	Downer Boral ResourceCo	Downer Boral ResourceCo
Compost and mulch	Food scraps and other green organics	44,000	Peats Soils	Jeffries
Recycled aggregate	Concrete rubble from domestic shed floors, footpaths etc	7,000	ResourceCo	Boral Downer
Tyre crumb products like playground soft fall surfaces	Tyres	>4,000 tyres	Companies using material from Tyrecycle, eg. Dynamic Rubber Surfacing (playgrounds/sporting fields); Topcoat (asphalt/sprayseal); Downer (asphalt/sprayseal); Construction Chemicals (tile adhesive); Fulton Hogan (asphalt/sprayseal); Boral (asphalt/sprayseal); Ardex (tile	Companies using material from Tyre Crumb Australia

			adhesive); Active Recreation Solutions (playgrounds/sporting fields)	
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### Technical details and applications

- Outdoor items such as wheel stops, bollards and park/street furniture made from wood plastic composite material

Locally manufactured products such as boardwalks, bollards, bridges, decking, edging, park/street furniture, screening, signage, and wheel stops are comprised of a blend of approximately 50% recovered kerbside HDPE and 50% non-treated pine wood industrial waste. These durable items can be used in a wide range of outdoor applications as they won't rust, rot or splinter and are resistant to weather and insect attack. These qualities also make the items low maintenance.

- Glass fines for road/footpath base

Glass fines are recovered glass that is too contaminated with CSP (ceramic, stone, porcelain) and plastic to reuse in glass manufacturing. Current indications from NAWMA's trials with local private civil contractors show that a 10% aggregate substitute may be the most suitable blend for a variety of civil applications such as road base and pipe bedding. Based on NAWMA's estimated likely production, using a 10% blend would mean the ability to use more than 100,000 tonnes of material containing recycled content.

- Compost and mulch

Food scraps and garden clippings along with Council street sweepings are combined with a variety of other organic based materials and processed at local composting facilities. Different grades and blends of compost and surface mulch products are produced and can benefit landscaped areas through the provision of nutrients, enhanced water holding capacity and improved soil structure. Such areas can support more plant growth and biodiversity, thus creating more livable spaces for residents.

- Concrete rubble

Waste concrete that is collected from residential applications is crushed to a fine aggregate size. This material has many applications including as rubble to support new concrete foundations and as a road base under bitumen roads.

- Tyre crumb products

Tyre rubber crumb, granules and chipped tyres are all used in a variety of products including playground soft fall surfaces, athletics tracks, mobility ramps, tile adhesives, road embankment stabiliser etc.

### Pricing

Whilst indicative pricings are not provided, it is worth noting that through purchasing items made from locally-recovered recycled content materials, the source materials have been diverted from landfill and thus Council at a minimum has reduced its expenditure on the solid waste levy (currently \$143/tonne).

#### **Appendix A: Reference supplier index**

For a comprehensive list of suppliers of items that contain locally and non-locally sourced recycled content see the LGA document: *Recycled Content Supplier Index (October 2020)* at <https://www.lga.sa.gov.au/lgaprocurement/for-councils/sustainable-procurement>

## Appendix B: LGA South Australia AGM (29 October 2020) recommendations

The draft Minutes report:

### **9.5 ‘Buying it Back’ Circular Procurement Pilot Project – recommendations for local government**

*Moved Alexandrina Seconded Holdfast Bay that the Annual General Meeting:*

- 1. acknowledges the outcomes, learnings and support materials from the ‘Buying it Back’ Circular Procurement Pilot Project that has supported participating councils to increase and track their purchase of recycled content;*
- 2. endorses the following recommendations of the ‘Buying it Back’ Circular Procurement Pilot Project, that LGA member councils:*
  - 2.1 acknowledge that local government action is imperative for addressing the current challenges in waste and recycling (as detailed in the National Waste Policy Action Plan and including the implications of the impending national waste export ban);*
  - 2.2 commit to increasing purchasing of recycled-content material as a high priority and as a necessary method of mitigating councils’ rising waste management costs;*
  - 2.3 amend their existing Procurement Policies to:*
    - a) Temporarily (say, for 5 years) prioritise recycled-content through the procurement process and include a method of ensuring accountability;*
    - b) Mandate consideration of recycled-content through design and planning processes (including where panel contracts are already in place);*
    - c) Specifically permit consideration of the “opportunity cost” associated with a purchase (ie. instead of only asking “which product is most sustainable?”, also ask “what will happen to the materials if I don’t purchase the recycled-content option?”);*
    - d) Encourage councils to track the purchase of recycled-content by weight and report publicly on purchases;*
  - 2.4 in addition to amending existing Procurement Policies, consider implementing an administrative approach outside of the policy, for example, by limiting stationery items available for purchase by council staff to those with recycled-content (noting that this approach can make data collection easier as all purchases will have recycled-content and simply need to be collated);*
  - 2.5 continue working through communities of practice to share knowledge and experiences of buying recycled and to explore and/or support development of a certification scheme for recycled content products and materials;*
- 3. endorses the LGA writing to the Commissioner for Roads as provided for in sections 23 and 24 of the Highways Act 1926 to request that work be undertaken with engineering bodies and/or Austroads to develop a generic (ie non-industry owned) specification that allows for the use of recycled-content in road construction materials (in particular, materials sourced from yellow bins including plastic and glass fines).*

## Appendix C: Technical Reference Materials

The reference list below is not intended to be exhaustive, rather it has been provided as a list of documents that NAWMA has encountered while putting this Procurement Specification together. Council are encouraged to make inform itself of any and all available reference material.

- *Guide to Pavement Technology Part 4E: Recycled Materials* (2009, updated 2018) AustRoads
- *Recycled Material in Roads and Pavements – A Guide for local councils (2020)* Local Government NSW
- *Recycled Material in Roads and Pavements – A Technical Review* (2020) Local Government NSW
- *Supporting Government Procurement of Recycled Materials* (2020) Australian Packaging Covenant Organisation
- *Use of Recycled Material in Road Pavements – Technical Note 107* (Sept 2019) VicRoads

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## Agenda Item 8.4

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<b>Report Subject:</b>	FY2020/2021 External Interim Audit Report	<b>Report Author:</b>	Chief Financial Officer
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<b>Meeting Date:</b>	24 June 2021	<b>Report Type:</b>	Information report (governance, financial)
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<b>Attachments:</b>	8.4.1 – Copy of HLB Mann Judd Interim Audit Report
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### RECOMMENDATION

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

### Purpose of the Report

To provide the Board with a copy of the FY20/21 External Audit Interim Report completed by HLB Mann Judd after their attendance onsite in May and June 2021.

### Background

At the Joint Meeting of the NAWMA Board and Audit Committee on 3 May 2021, the Board were presented with the External Audit Plan from NAWMA's External Auditors HLB Mann Judd. In accordance with the plan, HLB Mann Judd undertook the Preliminary (Interim) Audit onsite on Tuesday 11 and Wednesday 12 May 2021.

### Report

The Board are referred to the appended Draft FY2020/2021 External Interim Audit Report (Attachment 8.4.1) prepared by HLB Mann Judd.

This Report was presented to the NAWMA Audit Committee via Circular Resolution on Friday 18 June 2021, with endorsement (or otherwise) requested by Tuesday 22 June 2021. NAWMA Administration will table the endorsement (or otherwise) at the scheduled meeting.

The key findings in the focus areas are uneventful in the view of NAWMA's Administration, and are outlined in Section 1 of the Report. It is acknowledged that HLB Man Judd will provide a further update on those risk items to the Audit Committee and the Board in the Balance Date Audit Report in September 2021.



# INTERIM REPORT TO THE AUDIT COMMITTEE

NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY

Year ending 30 June 2021



## Executive Summary

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### Purpose

The purpose of this interim closing report is to communicate significant matters arising from our interim audit to the Audit Committee. This report has been discussed with management.

### Scope

We conducted our interim audit of the financial report of Northern Adelaide Waste Management Authority (the “Authority”) for the year ending 30 June 2021 in accordance with the terms of our engagement letter dated 23 March 2021 and with Australian Auditing Standards to provide reasonable assurance as to whether the financial report is free from material misstatement.

### Significant accounting and audit issues

The risks of material misstatement we have identified along with the procedures performed and results from these procedures are detailed in Section 1 – Significant Accounting and Auditing Issues.

### Independence

We confirm that we have complied with the ethical requirements regarding our independence as auditor of Northern Adelaide Waste Management Authority.

## 1. Significant Accounting and Auditing Issues

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During the planning phase of the interim audit, we identified a number of significant risks and other areas of focus. These matters are listed below.

Certain additional matters arose during the course of our interim audit, which we have considered and discussed with management. We believe that appropriate action has been taken by management to address those issues.

We request that the Audit Committee review the matters mentioned below and:

- Confirm to us that there are no other matters of which you are aware that would impact on these issues;
- Confirm to us that there are no other significant issues that should be considered before the adoption of the financial statements; and
- Concur with the resolution of the issues described below.

### Significant Risks & Other Focus Areas

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SIGNIFICANT RISKS	AUDIT WORK PERFORMED	FINDINGS
Management over-ride of controls	<ul style="list-style-type: none"><li>• Review of minutes of meetings of the Board and Audit Committee</li><li>• General journals testing</li></ul>	<p>During our interim audit visit we have not identified any indicators of management override of controls.</p> <p>Management did not advise of any actual or suspected fraud.</p>

OTHER FOCUS AREAS	AUDIT WORK PERFORMED	FINDINGS
Revenue and related risk of fraud	<ul style="list-style-type: none"> <li>• Fraud risk rebuttal</li> <li>• Document control environment over the revenue/debtors cycle</li> <li>• Substantive analytics and substantive test of details over revenue accounts</li> <li>• Review of minutes of meetings of the Board and Audit Committee</li> </ul>	<p>Our interim audit testing did not identify any significant issues.</p> <p>Management did not advise of any suspected or actual fraud.</p>
Provision for Post Closure Rehab and Stage 3A Capping	<ul style="list-style-type: none"> <li>• Assessment of key assumptions utilised in formulating the estimates in accordance with AASB 137 Provisions, Contingent Liabilities and Contingent Assets for reasonableness.</li> <li>• Obtain a copy and review the new policy in place with regards to the valuation of this provisions.</li> </ul>	<p>The independent valuation report for this provision is not available until post 30 June 2021 and will be provided for review during our year end visit.</p>
Lease Liabilities	<ul style="list-style-type: none"> <li>• Review the list of lease liabilities and assess if any reassessment or modifications to leases has been recorded in accordance with AASB 16.</li> <li>• Agree any new/ modified lease documentation to underlying schedules.</li> <li>• Review and test management lease liability calculation, including the associated right-of-use asset.</li> </ul>	<p>AASB 16 has been adopted appropriately.</p> <p>We have reviewed the lease calculations for the new lease agreements entered into during the 2021 financial year and noted that the interest rate used for 2 lease agreements was the interest rate used in the 2020 calculation of 2.55% rather than the 2021 interest rate of 2.20%.</p> <p>This has been subsequently corrected by management.</p>
Fraud	<ul style="list-style-type: none"> <li>• Provide fraud questionnaires to be completed separately by both the Board and Audit Committee.</li> <li>• Gain an understanding of internal process in place to oversee the identification and responses to risk within the Authority</li> </ul>	<p>The fraud questionnaires will be completed by both the Board and Audit Committee in July 2021. To be reviewed during our audit visit in August 2021.</p>

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**DISCLAIMER:**

Other than our responsibility to the Authority's Board and Management, neither HLB Mann Judd nor any member or employee of HLB Mann Judd undertakes responsibility arising in any way from reliance placed by a third party on this Report to the Board. Any reliance placed is that party's sole responsibility.

Our Report to the Board is for the sole use of the Authority and is not to be used by any other person for any other purpose and may not be distributed, duplicated, quoted, referred to, in whole or in part, without our prior written consent.



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## Agenda Item 8.5

<b>Report Subject:</b>	2020/2021 Annual Business Plan progress report (standing item)	<b>Report Author:</b>	Chief Executive Officer
<b>Meeting Date:</b>	24 June 2021	<b>Report Type:</b>	Information report (governance, operational)
<b>Attachments:</b>	8.5.1 - Annual Business Plan Implementation Progress matrix		

### RECOMMENDATION

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

### Purpose of the Report

To provide the Board with a progress report on the activities set out in the 2020/2021 Annual Business Plan.

### Background

The 2020/2021 Annual Business Plan was adopted by the NAWMA Board at the meeting of 25 June 2020, after consultation with the three (3) Constituent Councils.

The Annual Business Plan outlines the priority programs, projects, and actions that the Administration will embark on in order to meet the needs of the Constituent Councils and deliver on the 2018-2025 Strategic Plan. It is an ambitious Plan containing 20 projects for the financial year.

This item will be a standing agenda item moving forward to ensure the Board have clarity over the delivery of the 2020/2021 Annual Business Plan.

### Report

The matrix appended at Attachment 8.5.1 is a snapshot update of the progress made against the 2020/2021 Annual Business Plan to date.

Any items that are anticipated to remain in progress at the end of the financial year have been carried over into the 2021/2022 Annual Business Plan.



Attachment 8.5.1

2020/2021 Annual Plan				
Activities	Annual Plan Reference	2018-2025 Strategic Plan Linkage	Metric	Status
Implement NAWMA's new transformational Waste Management Strategy	3.1.1	All	Progress made on the implementation of the Strategic Plan	Ongoing
Business Improvement - Payroll Process Automation System	3.1.2	Objective 3; Strategy 10	Wageloch implemented and integrated into business as usual	Complete. Wageloch implemented and BAU.
Internal Risk Assessment and Controls	3.1.3	Objective 3	Progress made on the implementation of the two (2) year Action Plan	In progress. Expected completion November 2021.
Implement Corporate Risk Register	3.1.4	All	Successful implementation and ongoing maintenance of Risk Register	First Draft complete. Expected completion November 2021.
Service Level Agreements	3.1.5	Strategies 1, 2, 5 & 8	SLA's adopted	In progress. Refreshed SLA drafted and to be presented to the NAWMA Operations Committee on Tuesday 22 June 2021.
Advocacy	3.1.6	All	Opportunities identified and approached where NAWMA can influence the industry	Continued advocacy for the region has secured \$8M in Federal and State Government Funding
Implement efficiency, improvement and austerity measures	3.2.1	Objective 3; Strategies 1, 2, 9 & 11	Reviewing of temporary gate fee at each Budget Review	Temporary Gate fee was again reviewed while in preparation of Budget Review Three
Landfill Alternative Project	3.2.2	Objectives 1, 2 & 3; Strategies 6, 8, 10 & 11	Quarterly SPV Meetings held	Large focus of CEO. Joint SPV and Board Workshop held April 2021, with presentations scheduled for Constituent Councils in May/June 2021.
Upgrade of Research Road Transfer Station	3.2.3	Strategies 7 & 8	Upgrade construction significantly commenced	RFT pack being developed with expected release via TendersSA in May/June 2021.
Develop Downstream (onshore) Markets for Glass Fines	3.2.4	Objective 2; Strategies 4 & 10	Significant recycled glass utilised in Constituent Councils civil procurement, and/or local/domestic market entered	Large focus of COO.
(Opt-out) Food Organics Garden Organics (FOGO) Business Case and Planning	3.2.5	Objective 1; Strategies 1, 5, 7 & 9	Business case developed, and consultation workshops with Councils held; FY21/22 Budget Bid developed	Several workshops and meetings held with Officers at Councils. NAWMA ready to implement a (preferable) consistent implementation across the region
Risk Management Software Platform (Skytrust)	3.3.1	Strategy 10	Skytrust implemented and integrated into business as usual	In progress.
LSAWCS and LGAMLS Risk Evaluation Action Plan	3.2.2	Strategy 2 & 10	50% completion (or more) made on two (2) year Action Plan	In progress.
Implement a Corporate Risk Register	3.3.3	Refer 3.1.4	Refer 3.1.4	Refer 3.1.4
Anti-contamination campaign	3.4.1	Objective 1; Strategies 2, 10 & 11	Anti-contamination plan implemented and distributed across Constituent Councils	Resident Engagement Strategy is ongoing, expected completion in November 2021.
Education Centre sessions (tour and training)	3.4.2	Objective 1 & 2; Strategies 2, 10 & 11	Virtual tours implemented and business as usual of survey system	Complete.
Drive continuous improvement through feedback	3.4.3	Objective 3	Implementation and business as usual of survey system	Ongoing. Survey system in development.
Staff satisfaction survey	3.4.4	All	Staff satisfaction survey completed and reported to Board/CEO Performance Review Committee	Complete.
Maintain financial sustainability indicators and ratios	3.5.1	Objective 3; Strategy 9	Financial Metrics achieved	Complete. Financial metrics acheieved in all Budget Reviews.
Asset Management Plan	3.5.2	Objective 1; Strategies 7 & 8	Asset Management Plan developed	In progress. Expected completion November 2021.



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And our Client Rural and Regional Councils

## Agenda Item 8.6

<b>Report Subject:</b>	WHS Steering Committee Minutes (standing item)	<b>Report Author:</b>	Chief Operations Officer
<b>Meeting Date:</b>	24 June 2021	<b>Report Type:</b>	Information report (operational, governance)
<b>Attachments:</b>	8.6.1 – WHS Steering Committee Minutes of 27 April 2021 (latest meeting)		

### RECOMMENDATION

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

### Purpose of the Report

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

### Background

This Report is a standing item on the Board agenda.

### Report

A meeting of NAWMA's WHS Steering Committee was held on Tuesday 27 April 2021. Appended (at Attachment 8.6.1) are the Minutes of this meeting for the information of the Board.



## 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:		Sarah Harris			Meeting Date:		27/04/21		Meeting Number:		60			
Venue:		NAWMA Woomera Ave			Minutes:		Amy Hosking			Start:		9:30am		Finish:		10:00am			
ATTENDEES		Attend	Apology	Absent	ATTENDEES		Attend	Apology	Absent	AGENDA:  1. Status of previous actions 2. New items  • Black Text - ongoing • Red Text - New/Current items • Green Text – Completed Items	Risk Rating	To Be Started	In Progress	Completed	Closed	Total Items			
Scott Filsell		X									Extreme						0		
Danial Dunn		X									High		3	1			4		
Jason Moorhouse		X									Moderate		5	2			7		
Sarah Harris		X									Low		2	3			5		
Zak Langridge		X									TOTAL	0	10	6	0		16		
Amy Hosking		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		21/04/21		Next Meeting:		22/06/21		Venue		NAWMA Woomera Ave	
Agenda Item		Detail						Action Required				Risk Rating	Action By	Date Raised	Due Date	Action Completed			
1.	Review any current Incidents or issues:	Incident Reports						<ul style="list-style-type: none"><li>SUEZ Hot Load – Incident report received.</li><li>Randstad Worker – Medical episode Report/Only</li><li>Gatehouse Operator verbally abused by cust.</li><li>MRF Sorter – Eye irritation from dust in eye</li></ul>				Moderate	ALL	12/02/21	27/04/21	27/04/21			
2.	Records & Documentation	New Corrective Actions identified from Hazard Reports & Investigations <u>Review in Skytrust</u>						<ul style="list-style-type: none"><li>Procedure to be developed for Ro/Ro Operations at RRC Pooraka</li><li>Procedure to be drafted to Document process for handling aggressive customers at public facing NAWMA sites</li></ul>				High	SF JM	10/10/20	22/06/21				
		Review of Corrective Actions identified from Hazard Reports & Investigations																	
3.	Training & Qualifications	Attendance / Non-Attendance						<ul style="list-style-type: none"><li>First aid training to be booked for Scott Fraser, Daniel Griffin and Mark Errington, David Jones, Shannon P- (CW-TBA Shannon)</li><li>Fire Warden Training to be booked for David Jones, Daniel Griffin</li><li>Scissor lift – David Jones, Muhammed M. (MRF)(Booked)</li></ul>				Moderate	SF	23/6/20	Ongoing				
													CW	27/04/21	22/06/21				
													SF	27/04/21	22/06/21				
													SF	25/8/19	22/06/21				

## WHS STEERING GROUP MEETING MINUTES

### WHS KEY PILLARS

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			<ul style="list-style-type: none"><li>• <b>Confined Space Training to be booked and completed (see Agenda Item 7)</b></li></ul>		SF	25/8/19	16/02/21	16/02/21
Agenda Item		Detail	Action Required	Risk Rating	Action By	Date Raised	Due Date	Action Completed
4.	Records & Documentation	CoR (Chain of Responsibility) NHVL (National Heavy Vehicle Law)	<u><b>Review of any NHVL breaches</b></u> <ul style="list-style-type: none"><li>•</li></ul>					
5.	Records & Documentation	Development of Contractor Management System Skytrust - Improve safety culture throughout the organisation	<ul style="list-style-type: none"><li>• SKYTRUST implementation Underway – training is underway for required employees</li><li>• iPads (cellular) required at each site for daily checks and recording of incidents (5 required including a spare) Sarah Harris looking into quotes &amp; for Vintek support – <b>Approved to order 1 x I-pad for further testing</b></li><li>• <b>Danial to be added to notifications for who has logged incident</b></li></ul>	Low	SF	11/10/17	Ongoing	
					SF	02/02/21	27/04/21	27/04/21
					SF	02/02/21	27/04/21	20/02/21
6.	Maintenance & Housekeeping Training & Qualifications Records & Documentation	Traffic Management plans for NAWMA sites	<ul style="list-style-type: none"><li>• Review of current Traffic Management Plans for all sites, focussing on Vehicle &amp; Pedestrian interaction</li><li>• Recommendations received, working through priority tasks identified in the plans Ed Nth Check disabled parks at Ed Nth for AS2890.6 compliance. Needs bollard - <b>Fitted</b></li><li>• MRF site reviewed August 27<sup>th</sup>, 2020, Action plan to close out items identified for MRF site. <b>MRF Paint internal Ped. Walkways as req,d</b></li><li>• <b>Pooraka site review complete (modification to be made during site upgrade, only one “major” for consideration)</b></li></ul>	High	SF	01/10/19	Oct 2020	
					JM	27/10/20	22/06/21	21/04/21
					SF	27/8/20	July 2021	
					JM SF	11/12/20	TBA	
7.	Emergency Procedure	Confined Space Emergency Plan	<ul style="list-style-type: none"><li>• The group has agreed to accept the risks involved with the Confined Space (CS) and the modifications to make it safer to date. The RRC Pit will also be treated as a CS moving forwards.</li><li>• <b>All workers involved with the space will have refresher training. (see Agenda item 3)</b></li><li>• <b>Risk Assessment, SWMS to be reviewed &amp; ensure all relevant workers are consulted</b></li></ul>	Moderate	SF JM	25/8/19	16/02/21	16/02/21
					SF JM CJ	16/02/21	22/06/21	
8.	Records & Documentation	WHS Plan & Programs <i>Tabled for discussion to review Objectives Targets and Performance indicators for the following Programs:</i> <ul style="list-style-type: none"><li>• WHS System Build</li><li>• Hazard Management</li><li>• WHS Training Systems</li></ul>	<ul style="list-style-type: none"><li>• Review WHS Plan and Programs prioritise actions and close out completed actions.</li><li>• <b>2021 WHS Plan with Programs is currently under review, follow up LGAWCS</b></li><li>• Action plan underway with WHS &amp; Risk Actions, NAWMA receiving assistance from outside resource for Skytrust implementation</li></ul>	Moderate	All	16/05/19	Ongoing	
					SF	27/10/20	22/06/21	
					SF	05/02/20	Dec 21	

## WHS STEERING GROUP MEETING MINUTES

### WHS KEY PILLARS

1. Training & Qualifications
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Agenda Item	Detail	Action Required	Risk Rating	Action By	Date Raised	Due Date	Action Completed
9. Records & Documentation	Proposed Modifications to Pooraka RRC	<ul style="list-style-type: none"> <li>Scott Filsell &amp; Jason Moorhouse to complete R/A's for both proposed modifications to the site to improve the sites safety, vehicle interactions with pedestrians and efficiency.</li> <li>Unloading surface for Bays #4 and #7 are in bad need of repair, Jason M. to complete Hazard Report and organise repairs.</li> </ul>	High	JM	02/02/21	27/04/21	27/04/21
10. Emergency Procedure	Uleybury Landfill site security/safety	<ul style="list-style-type: none"> <li>Landfill access to trespassers, leachate ponds are an extreme risk as identified in our latest workplace inspections.</li> <li>SWMS and rescue plan to be consulted and reviewed by workgroup</li> <li>JM to complete Police Report to capture recent breakins and site damage taking place</li> </ul>	High	SF JM JM	05/02/21 27/04/21	22/06/21 22/06/21	
11. Emergency Procedure	Emergency Evacuation Procedures	<ul style="list-style-type: none"> <li>MOBO Group Raised about the Emergency Exit door opening into the driveway for the weighbridge not having a calming area.</li> <li>(Further investigation by Scott/Jason into two options) Handrail/Stanchion approved to fit. JM to follow up with contractor to install</li> </ul>	Moderate	SF JM	13/10/20	22/06/21	
12. Emergency Procedure	Asbestos dumped at RRC Pooraka Potential identification of Asbestos – RRC Gatehouse Process	<ul style="list-style-type: none"> <li>Look into quoting for a microPHAZER light identifying gun.</li> <li>Approx. \$50k (further investigation with paper to be presented to CFO for consideration)</li> <li>Jason to investigate correct disposal options for dumped asbestos from all sites</li> <li>Investigate Asbestos Awareness training for Gatehouse staff Karen, Kate, Shannon</li> </ul>	Moderate	SF JM SF	02/02/21 02/02/21 02/02/21	22/06/21 27/04/21 22/06/21	22/03/21
13. Training & Qualifications	LOTO Boards – Edinburgh North and MRF Lock Out Tag Out Boards at two (2) sites	<ul style="list-style-type: none"> <li>Improvements identified for Edinburgh North and MRF, currently in progress</li> </ul>	Moderate	SF	02/02/21	27/04/21	02/03/21
14. Records & Documentation	ICT Resourcing for Skytrust implementation	<ul style="list-style-type: none"> <li>Discuss Resourcing for ICT equipment to allow for all sites to have access to Skytrust (Item #5)</li> </ul>	Low	All	21/11/21	27/04/21	27/04/21
15. Maintenance & Housekeeping	Bay configuration for Pooraka site upgrade Bay #4 & #7 damaged surfaces	<ul style="list-style-type: none"> <li>Danial and Jason looking into options to minimise costs as this is unbudgeted</li> <li>Danial and Jason to complete hazard report in Skytrust</li> </ul>	Low	DD JM	02/02/21	27/04/21	27/04/21
16. Records & Documentation	Record of Consultation Form review	<ul style="list-style-type: none"> <li>WHSSG to review the record of consultation form for endorsement.</li> </ul>	Low	All	16/02/21	27/04/21	27/04/21
17. Records & Documentation	Smoking Policy	<ul style="list-style-type: none"> <li>Include in the Smoking Policy the reference to E-Cigarettes and the potential dangers of using these devices in the workplace.</li> <li>Alternate smoking area to be completed</li> </ul>	Low	SF SF	26/02/21 27/04/21	22/06/21 22/06/21	