



Annual Report
2025-2026



**Reduce.
Recycle.
Reuse.
Refresh.
Repeat.**

Our culture, our community, our commitment.



Food and Garden Organics

105,577

FOGO BINS

within our
Constituent Councils

49,616

TONNES

of organic material recovered
and processed by IWS



34,366

TONNES

of kerbside FOGO material
collected from residents

11,424

TONNES

collected via our RRCs
and processed by IWS



3	About NAWMA
5	Report from the Independent Chairperson
7	Report from the Chief Executive Officer
9	NAWMA Governance
13	Each Year NAWMA
14	Material Recovery Facility (MRF)
15	NAWMA Services Map
16	Resource Recovery Centres
17	Food and Garden Organics
18	Hard Waste Service
19	Constituent Council Tonnages Collected
20	Uleybury Landfill and Renewable Energy Park
21	Education and Community Engagement
24	NAWMA's Customer Experience
26	People, Culture & WHS
28	Audited Financial Report



Bin it Right. Awareness Campaign





Northern Adelaide Waste Management Authority (NAWMA) is a Regional Subsidiary established under the *Local Government Act 1999 (SA)*, by its Constituent Councils; the Cities of Salisbury and Playford and the Town of Gawler.

NAWMA is responsible for providing waste and resource recovery services to more than 125,900 households across the region, as well as a broad commercial and Client Council customer base across the state. NAWMA owns and operates a range of services and facilities and, in accordance with its Charter, is specifically responsible for:

- Coordination of a three-bin kerbside collection service and general waste, household recycling and Food & Garden Organics (FOGO) for its Constituent Councils
- On-demand hard waste collection service for its Constituent Councils
- Two (2) Public Resource Recovery Centres - Edinburgh North and Pooraka
- The Uleybury Renewable Energy Park
- The Materials Recovery Facility (MRF) and Fibre Polishing Plant (FPP)
- Community Chemical and Paint Drop-off Centre
- Community engagement, awareness and educational programs and tours
- Customer Experience and Services function.

Together, these services support NAWMA's commitment to reducing waste to landfill, improving environmental outcomes across the region, and providing safe, reliable, and cost-effective waste and recycling services that drive economic and environmental value.

In addition to these services, NAWMA continues to empower its communities by finding new ways to reuse materials and maximise the value of resources recovered from the waste stream.

NAWMA leads the transition towards a circular economy for a healthier planet by delivering innovative resource recovery solutions.

NAWMA works closely with its Constituent Councils and external stakeholders to provide strategic advice on waste management, recycling and circular economy initiatives. The Community Engagement Team engages and informs communities, fostering collaboration and commitment to environmental sustainability by reducing, reusing and recycling.

NAWMA places a strong emphasis on customer

experience, providing responsive, accessible services to residents, businesses and the community. Through continuous improvement, digital tools and frontline support, NAWMA works to ensure that waste and recycling services are clear, consistent and easy to navigate for the entire community.

Strategic Plan 2026-2031

NAWMA adopted its Strategic Plan 2026-2031 in late 2025. This Strategic Plan (Plan) will guide and direct NAWMA's strategic direction over the coming years and will continue to place NAWMA at the forefront of best practice and industry standard for financially viable waste management, resource recovery, education and awareness and environmental sustainability.

NAWMA will seek to achieve its strategic direction through its decision-making and actions outlined in its Guiding Principles and Strategic Objectives.

Guiding Principles

Conserve Natural Resources by participating in the Circular Economy

- Promote waste prevention, reduction and recycling
- Leverage the end markets for recovered materials to maximise value
- Minimise our use of energy and water to reduce cost and environmental impact
- Maximise our use of renewable energy
- Identify uses for other resources separate to the waste stream.

Safety Focus and Support Local Community

- Create and maintain a safe working environment for our workforce and contractors
- Process recyclables and waste locally to support and partner with our community, local businesses and industry, contributing to economic prosperity
- Create employment opportunities, especially for local people
- Educate local community in effective use of three bins and reuse of resources.





New equipment supporting enhanced aluminium recovery at NAWMA's Fibre Polishing Plant.

Cost Effective Operations

- Achieve economies of scale to reduce costs by increasing volume of recovered resources processed
- Extract the maximum value out of discarded products and materials to create income to offset operating costs
- Find and implement efficiencies to drive down operating costs to create savings for Constituent Council ratepayers.

Apply Innovation and Technology

- Manage state of the art facilities using market leading processes to maximise value of recovered resources
- Continually improve our processes and services to provide efficiency and high-quality services
- Process recovered materials to maximise the value of the resource.

Strategic Objectives

Deliver value for money in resource recovery

We provide cost efficient kerbside collection, transport, handling and treatment of recovered materials for residents and communities within our Constituent and client Councils.

Drive innovation in resource recovery and residual waste

We identify sustainable markets for recovered

materials and use leading edge technology and practices to separate, aggregate and supply them into sustainable downstream markets for reuse.

We focus on creative methods of reducing or eliminating landfill disposal of material for the benefit of the environment and our communities.

Empower a skilled and dedicated workforce

Our workforce is a unified group of talented and dedicated people who think differently and strive to be the best-in-class at their work.

We work in environments that can be difficult, and thus the safety and wellbeing of our workforce is paramount.

Lead high value opportunities in the circular economy

We collaborate with a range of stakeholders and partners to create value add opportunities to achieve our objectives.

We also manage world leading/state-of-the-art infrastructure and resource recovery centres for communities to responsibly process, and handle resource recovered materials.

This 2025-2026 Annual Report outlines the activities and performance of NAWMA during the 2025-2026 financial year, including updates on major projects, service outcomes and progress against key strategic objectives.

REPORT FROM THE Independent Chairperson



This is my second Annual Report to you as your NAWMA Chairperson. Like the previous Report, I note that this 2025-2026 year has been another busy period within NAWMA through:

- Our services of collecting waste from households, operating Resource Recovery Centres (RRCs), and disposing of waste collected as efficiently and environmentally responsibly as we can, have been delivered economically and to a high standard
- The consistent growth and development we experience as new houses are built and occupied in the Salisbury, Playford and Gawler area continues, with approximately ten (10) new houses occupied every single working day – that's a lot of new people in our area!
- A successful changeover of our collections contractor to Solo has occurred with a significant improvement in service reliability
- The welcome recruitment of our new CEO, Dr Craig Heidenreich, following the resignation of our previous CEO, Mr Toby Terlet
- Several ongoing major projects, the foremost of which is the rehabilitation of our Uleybury landfill site to the standards required by the EPA.

NAWMA has reached a stage where almost 250,000 bins are lifted off the kerbside every week and tipped into one of our trucks. I'm pleased to record that this is the largest collection operation in South Australia.

With our MRF being able to reduce contamination in our waste cardboard (less than 1%) and paper (less than 2%), we are able to sell these products within the Australian and Asian markets for a premium price due to the low levels of contamination. This not only provides a significant income to NAWMA but prevents valuable waste finding its way into landfill.

NAWMA is investigating further improvements to our MRF to extract residual glass material to a quality that can be used as a direct feedstock into glass manufacturing.

Through use of optical sorting technology, factory tested in the supplier's European manufacturing facilities, this glass will be recovered for sale rather than being disposed of at a cost to NAWMA

Furthermore, it is a demonstration of NAWMA's ongoing commitment to the circular economy through high value reuse of our waste materials.

NAWMA commenced the acquisition of the land on which the Edinburgh North RRC is located, which will be finalised by the time this Report is issued. While NAWMA had a lease over the land, the acquisition provides NAWMA with control of the land and the ability to further develop the site, retaining the full benefit of such improvements.



— Solo has brought improved service reliability and a fresh new look to our collection fleet.



**Reduce.
Recycle.
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Refresh.
Repeat.**



REPORT FROM THE **Independent Chairperson**



NAWMA - Connecting with our community.

A number of opportunities are being investigated for development of the land and I look forward to providing updates on these in future years.

I was disappointed to receive the resignation from our CEO, Toby Terlet, just prior to the end of 2025. In a competitive employment market for good people, another waste business offered Toby a role with a national footprint. Our thanks to Toby for his good work at NAWMA, and our good wishes for his future were warmly extended to him.

NAWMA was delighted to be able to recruit a new CEO in Dr Craig Heidenreich. Craig has had a 25 year career in both the public and private sectors in the water and wastewater industry, mainly in South Australia. We had over 60 applicants from Australia and overseas, interviewing five (5) well-credentialed applicants in modern solid waste practices. Craig has hit the ground running in picking up a new industry, a number of technical and commercial challenges, and a new (for him) Management Team and Board. His positive “let’s get it done” approach is very welcome.

Through 2025 NAWMA renewed a number of major contracts which has seen costs increase materially across our operations. To mitigate the impact on our

Constituent Councils and their ratepayers NAWMA has developed a Long-Term Financial Plan under which NAWMA will absorb a portion of these cost increases in the short term while it reverts back to a full cost recovery model over a number of years. While this places some strain on NAWMA, we are working on several cost improvement projects, such as the glass project mentioned earlier, to reduce cost increases into the future.

Our Landfill Alternative Project is still progressing, albeit more slowly than anticipated, recognising that this is a large and complex project. Technology is also changing in this area, so we might be able to take better advantage of different approaches to optimise the outcome. Good work is being done by our people and Councils on this.

I wrote last year that NAWMA is not a Local Government body in the usual sense. It is a business, first and foremost, that happens to be proudly owned by Local Government. In the years ahead, as climate change bites, economic growth occurs in our region and our housing expands, the whole NAWMA Team is committed to delivering those services that provide value as a high calibre business, but also to enhance the communities we serve.

I am most grateful to our Board, as a whole, and to each member individually, for the effort they contribute to some pretty challenging discussions and tough issues at times. We have agreed to amend some of our governing documents that define how we operate, so that NAWMA can better serve our residential and corporate customers as well as we possibly can.

This Annual Report records details of the services we provide and the many initiatives we are taking, as well as our statutory reporting requirements. I commend this Annual Report to your reading.



Graham Dooley
Independent Chairperson

REPORT FROM THE Chief Executive Officer



In 2025–2026, NAWMA delivered significant operational and environmental outcomes while managing considerable change and maintaining its focus on waste reduction, the circular economy, and providing reliable and cost-effective services for our Constituent Councils and their communities.

The safety and wellbeing of our people remain paramount to NAWMA. During 2025–2026 NAWMA recorded no lost-time injuries and achieved a Staff satisfaction survey result of 4.12 out of 5, with 94% of respondents indicating they are proud to work for NAWMA. These results earned NAWMA The Vibe Tribe award for organisations with excellent workplace satisfaction survey outcomes which is testament to the positive workplace culture that has been developed. NAWMA also established its first Psychosocial Risk Management Procedure demonstrating their ongoing commitment to providing a positive workplace for our Staff.

September 2025 saw the commencement of the new kerbside collections contract with Solo. The implementation of a contract of this complexity requires careful planning to ensure a smooth transition, and it is pleasing to see a continual improvement in the service delivery levels. NAWMA will continue working with Solo to improve service reliability and reduce costs over the remainder of the contract.

Following Uleybury Landfill's closure, NAWMA outsourced landfill and FOGO composting services

to Integrated Waste Services (IWS). Similar to the collections contract, the first year of these contracts has delivered a reliable service for NAWMA and we look forward to working with IWS to further improve service delivery and reduce costs as these contracts progress. Organics collections in particular have steadily increased with 49,616 tonnes collected in 2025–2026, up 21%, with kerbside FOGO collections increasing by more than 22%.

With the closure of the Uleybury Landfill in 2025, planning for the rehabilitation of the Uleybury Landfill site progressed detailed design and tendering in 2026. The works will restore the site to its natural form and connect the final landfill cells to the existing on-site landfill-gas infrastructure. This will enable NAWMA to expand on the 7,888,873 kWh of renewable energy generated from the site during 2025–2026. The rehabilitation works are scheduled to commence in October 2026.

The Material Recovery Facility (MRF) processed 45,540 tonnes of recyclables from Constituent Councils and 26 other Councils statewide, further demonstrating its importance to the South Australian recycled sector.



Investing in our people through training, development and shared learning.





REPORT FROM THE **Chief Executive Officer**



— NAWMA - Putting safety first, every day.

The first full year of operation of the Fibre Polishing Plant (FPP) saw it continue to produce export-quality cardboard with less than 1% contamination and paper with less than 2% contamination with a reliability of >96% and no single day service interruption across the year. Further upgrades to the MRF to install an aluminium recovery facility enhances our material recovery improving diversion and increasing commodity sales.

The 22 lithium-ion battery fires recorded at the MRF underscored the risk to Staff and to our MRF infrastructure. Given the criticality of the MRF to the State, NAWMA has implemented fire-prevention systems and has a strong focus on Staff training to improve battery detection and to respond quickly to a battery fire event.

The Resource Recovery Centres (RRC's) provide a valuable service to our residents enabling them to safely and environmentally responsibly dispose of residential waste. RRC patronage recorded 157,052 visits, up 11%, and saw 15,255 mattresses, 4,608 tyres and 159 tonnes of paint disposed of across our RRC's. Illegal dumping remains a concern

across our communities, and NAWMA's hard waste services supported 45,721 hard-waste collections with the use of vouchers to support drop-off at the RRC's up by 23%. NAWMA continues to work with our Constituent Councils to support strategies to respond to the incidence of illegal dumping.

Education and Customer Engagement is a key focus for NAWMA and during 2025-2026 our programs reached 2,680 students and Staff through 70 school sessions and nearly 2,000 residents through 52 community sessions. The "Bin it Right" campaign, which focussed on the impact of incorrect kerbside disposal on our Staff, generated more than 376,000 views and 54,431 engagements across our social media platforms. Our enhanced website saw the use of our self-service portal and webchat options increase by 72% improving access and reducing demand on the Customer Experience Team. Moving forward NAWMA will continue to evolve our customer engagement and education service offerings to leverage the digital technology evolution.

Looking forward to 2026-2027, NAWMA is progressing a number of exciting opportunities to further enhance our circular-economy outcomes and improve the cost of services for our Constituent Councils and their communities. A new optical glass sorting facility at our MRF will recover waste glass for local manufacturing back into glass bottles, and the development of our Edinburgh North RRC site to undertake mattress processing is being investigated to again recover value from a waste currently going to landfill.

Since joining NAWMA in March 2026, I have valued the expertise and support of our people, the Board, our Constituent Councils and our commercial and community partners.



Craig Heidenreich
Chief Executive Officer

I also acknowledge my predecessor, Toby Terlet, for the strong foundation he has established, and the NAWMA Senior Management Team for their support as I transition into the business and the waste sector.



NAWMA, in partnership with its Constituent Councils, plays a key role as a leader in its community. Good governance is essential because it builds confidence and trust in NAWMA among stakeholders and the community, while empowering the Constituent Councils, Board/Committee Members and Staff by promoting transparency and assurance in the decision-making process.

NAWMA exists to govern in its area of expertise for and on behalf of its Constituent Councils. The Governance structure, systems, processes and values must reflect this accountability. Accountability systems that provide disclosure and review of decision-making processes are integral to good governance and are reflected through:

- Open, accurate and transparent governance, enabling the Constituent Councils, the community and associated stakeholders to follow, understand and respect decision-making processes and outcomes
- Consultation and engagement, ensuring the Constituent Councils, the community and associated stakeholders have confidence that their views are being considered, heard and appropriately informed.

NAWMA's Governance Framework outlines the governance requirements and expectations of the Constituent Councils, Board/Committee Members and Staff of NAWMA and is the overarching framework for good governance.

The Framework is adopted by the Board and endorsed by the Audit Committee and Senior Management Team (SMT), providing context on the legislative and operational requirements of NAWMA.

NAWMA continued to strengthen its governance framework in 2025-2026, while seeking to balance operational performance with environmental responsibility.

Board

NAWMA is administered by a Board, in accordance with the requirements of the *Local Government Act 1999* (SA) and the NAWMA Charter. The Board is responsible for managing the business and other affairs of NAWMA and ensuring that NAWMA acts in accordance with the Act, NAWMA's Charter and any delegations to it, the Code of Conduct for Board/Committee Members, Governance Framework and associated policies and procedures.

The main functions of the Board are to:

- Formulate plans and strategies aimed at improving the business of NAWMA



— Celebrating the opening of NAWMA's new Fibre Polishing Plant.





NAWMA Governance

- Provide professional input and policy direction to NAWMA
- Monitor, oversee and measure the performance of the CEO
- Assist in the development of the Business Plan and Strategic Plans, including the Asset Management Plan and Long-Term Financial Plan
- Exercise the care, diligence and skill that a prudent person of business would exercise in managing the affairs of other persons
- Ensure that the Constituent Councils are advised, as soon as practicable, of any material development that affects the financial or operating capacity of the Authority and/or gives rise to any significant financial risk to the Constituent Councils.

As defined by the NAWMA Charter, the membership of the Board comprises ten (10) Members, three (3) Members appointed by each of the Constituent Councils (executive or Elected Member), and one (1) Independent person appointed by the Board with endorsement from each of the Constituent Councils, who acts as the Board Chairperson.

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

The Board held six (6) formal meetings during the reporting period, in addition to two (2) Special meetings and several other matters being resolved by Circular Resolution outside of meeting frequency.

The table below details Board Members' attendance at the eight (8) meetings:



Mr Graham Dooley
**Independent
Chairperson**
8 of 8 meetings



Cr Isaac Solomon
Deputy Chair
Town of Gawler
8 of 8 meetings



Mr Charles Mansueto
City of Salisbury
8 of 8 meetings



Cr Chad Buchanan
City of Salisbury
1 of 8 meetings



Cr Kylie Grenfell
City of Salisbury
8 of 8 meetings



Cr Clint Marsh
City of Playford
8 of 8 meetings



Mr Sam Green
City of Playford
7 of 8 meetings



Mr David Kerrison
City of Playford
3 of 8 meetings



Cr Mick Launer
Town of Gawler
6 of 8 meetings



Mr Chris Cowley
Town of Gawler
7 of 8 meetings

Deputy Board Members

Deputy Board Members may attend Board Meetings as an Observer but only have voting rights when they are in attendance to fulfil the obligations of a standing Board Member who is an apology for the meeting.

The following Deputy Board Members attended Board meetings during the period:

Member	Council	Meetings
Ms Janey Mitson	City of Playford	1 meeting
Cr Marilyn Baker	City of Playford	3 meetings
Mr John Harry	City of Salisbury	5 meetings
Mr Andrew Goodsell	Town of Gawler	1 meeting



Committees

In accordance with its Charter, the Board may establish a committee for the purpose of enquiring into and reporting to the Board on any matter within NAWMA's functions and powers to assist with the Board's decision-making responsibilities.

The Board has established the following Committees:

NAWMA Audit Committee

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

The Audit Committee exists to provide the Board with independent assurance and advice on the integrity of NAWMA's financial reporting, the adequacy of its internal controls and risk management systems, and the effectiveness of its internal and external audit functions.

The Committee has no authority to act independently of the Board; its role is to make recommendations and provide guidance to assist the Board in discharging its governance and accountability obligations under the *Local Government Act 1999 (SA)*.

The objective of the Audit Committee is to assist NAWMA in providing a transparent and independent process in its audit, governance, risk and financial management requirements, accountability and responsibilities, specifically:

- Financial Reporting
- Strategic Management Plans
- Internal Controls and Risk Management Systems
- Public Interest Disclosures
- Internal and External Audit
- Economy and Efficiency Audits
- Policies.

The membership of the Audit Committee consists of six (6) members, three (3) members who are independent members (including the Committee Chairperson), two (2) members who are NAWMA Board Members, and the Board Independent Chairperson who may be an Observer of the Committee.

The Audit Committee held five (5) formal meetings over the 2025-2026 financial year, in addition to several other matters being considered and discussed outside of the meeting frequency.

The table below details Audit Committee Member attendance at these meetings:



Mr John Rawson*
(Chairperson)
Independent Member
4 of 4 meetings



Mr Martin White
Independent Member
5 of 5 meetings



Mr Steven Russo*
Independent Member
3 of 4 meetings



Cr Kylie Grenfell
Board Member
3 of 5 meetings



Mr Charles Mansueto
Board Member
5 of 5 meetings



Mr Graham Dooley
Ex-Officio Member
4 of 5 meetings



Mr Craig Johnson#
(Acting Chairperson)
Independent Member
0 of 0 meetings

Mr Craig Johnson concluded his term as an Independent Committee Member on the 1 September 2025 and as such did not attend any scheduled meetings in the 2025-2026 reporting period.

* Independent Members Mr John Rawson and Mr Steven Russo were appointed to the Committee and commenced their terms on 29 September 2025.

Mr John Rawson was appointed as the Chairperson of the Committee.

The Audited Financial Statements for the year ended 30 June 2026 are provided from page 28.





The Balefill Management Consultative Committee supports ongoing monitoring of the Uleybury Landfill.

Balefill Management Consultative Committee

The Balefill Management Consultative Committee (BMCC) was established to monitor the Uleybury Landfill site and its operations and to receive reports and recommendations from NAWMA. The BMCC generally meets bi-monthly but may alter meeting frequency by agreement of the BMCC members.

The BMCC consists of:

- Residents from adjoining properties within 500 metres of the Landfill site
- Environment Protection Authority Representative
- City of Playford Environmental Representative
- Board Member (who acts as Chairperson)
- Identified NAWMA Staff (who also provide administrative support).

The BMCC will operate for the life of the Uleybury site in accordance with the Landfill Environmental Management Plan (LEMP) that governs the operations of the site.

CEO Performance Development and Review Committee

The Chief Executive Officer's Performance Development and Review Committee (Committee) is established in accordance with Clause 12 of the NAWMA Charter with a specific role to:

- Determine the process to be undertaken to review the performance and conduct of the Chief Executive Officer (CEO) and develop and review the CEO Annual Work Plan
- Ensure the strategic focus and direction of the CEO are structured, clear and developed consultatively, and reflect NAWMA's strategic, financial and operational direction
- Guide and support the CEO in their personal and professional development and their responsibilities through consultation and coordination of goals and direction as agreed at Committee meetings
- Review the CEO's performance every six (6) months, or as identified, contributing to their ongoing development and ensuring the strategic, financial and operational direction of NAWMA
- Coordinate matters relating to the employment conditions of the CEO on behalf of the Board, negotiating such conditions as instructed by the Board
- Appoint, in consultation with the CEO, a qualified Independent Facilitator to support the Committee.

The Committee is comprised of the Board's Chairperson, three (3) representatives of the Constituent Councils and a qualified Independent Facilitator, appointed from time to time, who is not a Member of the CEO Performance Development and Review Committee.

EACH YEAR **NAWMA**



Delivers services to
approximately

126,000

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



Generates

8,000

MWh of electricity to power
1,400 SA homes from
Australia's first landfill gas
and solar power plant at a
landfill site



Recovers more than

49,000

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



51,500

tonnes of waste to
landfill



Provides
employment
for over

100

people



Sorts more than

45,000

tonnes of recyclables



Provides more than

45,000

hard-waste services

**Reduce.
Recycle.
Reuse.
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Repeat.**



RESOURCE RECOVERY

Material Recovery Facility (MRF)

NAWMA's Material Recovery Facility (MRF) at Edinburgh continues to play an important role in South Australia's circular economy, providing a modern and efficient recycling service for communities across the state.

The facility processes yellow-lid kerbside recyclables from NAWMA's three (3) Constituent Councils, along with material received from 23 additional Metropolitan and Regional Councils across South Australia. This broad service reach enables NAWMA to process significant volumes of recyclable material through a locally owned facility, supporting the diversion of valuable resources from landfill and their return into productive use.

The MRF recovers paper, cardboard, plastics, glass, aluminium and steel, transforming these materials into commodities for reuse and remanufacture. Continued investment in technology, infrastructure and operational improvements has strengthened the MRF's ability to produce high-quality recycled materials and respond to changing market requirements. The MRF also supports more than 50 local jobs while generating revenue that helps offset recycling costs for NAWMA's Constituent Councils.

Fibre Polishing Plant

The 2025–26 financial year marked the first full year of operation of NAWMA's Fibre Polishing Plant (FPP), following its commissioning in November 2024. The FPP has strengthened NAWMA's ability to produce high-quality recovered paper and cardboard that meets increasingly stringent domestic and international market specifications.

Throughout the financial year, NAWMA continued to focus on plant performance, product quality and operational efficiency, while maximising the value recovered from materials received through the MRF.

Aluminium Recovery Project – Fibre Polishing Plant

In November 2025, NAWMA completed an upgrade to its FPP to incorporate an aluminium recovery system. The project was commissioned in December 2025 and has since been successfully integrated into the FPP's operations. The primary objective of the project was to recover aluminium from the material stream that would otherwise have been disposed of as residual waste.

Since commissioning, the system has successfully diverted aluminium away from landfill, improving NAWMA's overall resource recovery performance

2025-2026 Statistics



More than 50 local NAWMA and Labour Hire Staff supported through MRF operations



First full financial year of operation of the Fibre Polishing Plant



45,540 Tonnes of recyclables processed



26 Metropolitan and Regional Councils serviced



5,927 Tonnes of glass fines recovered



18,633 Tonnes of paper and cardboard recovered



1,289 Tonnes of steel and aluminium recovered



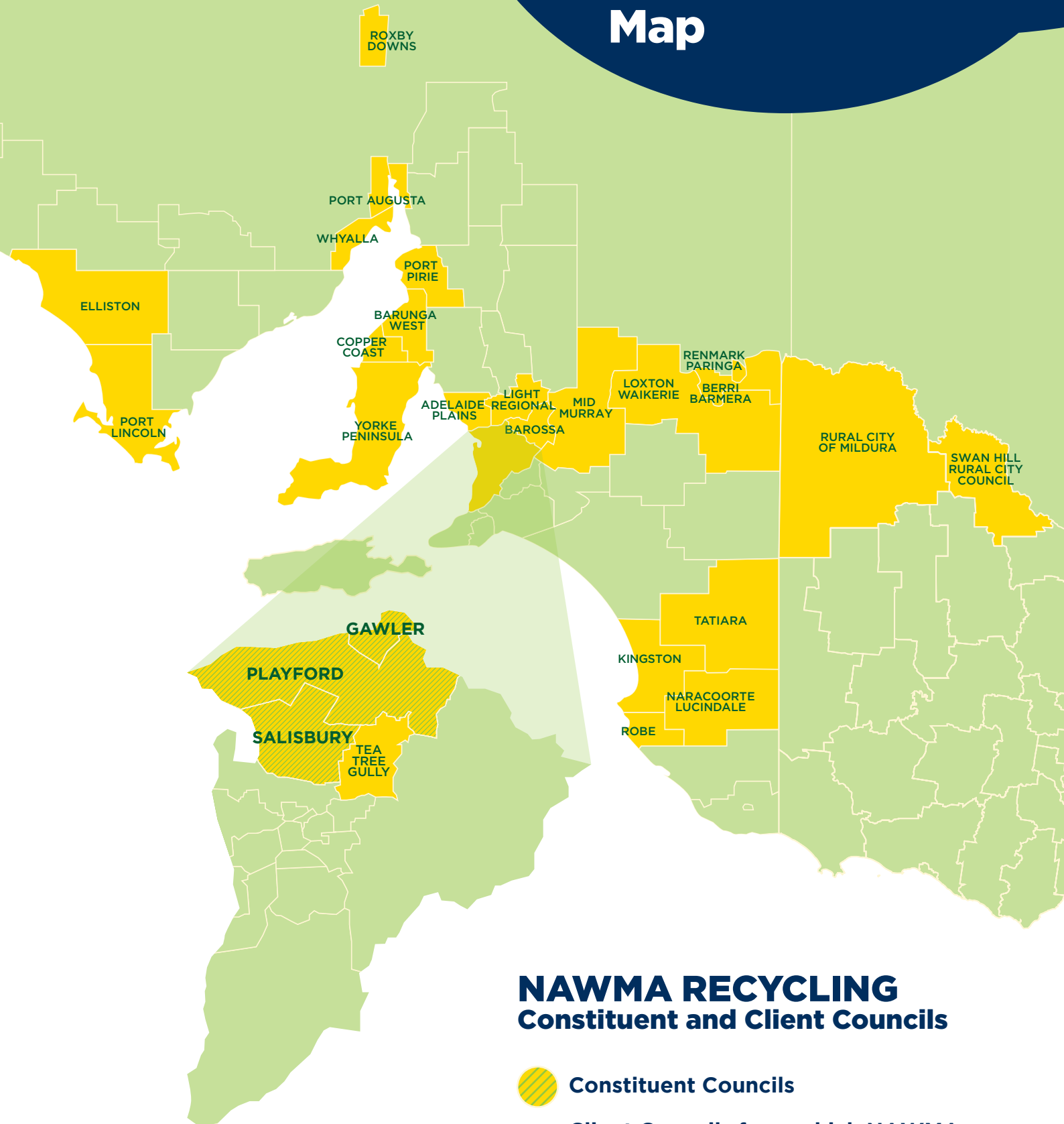
1,359 Tonnes of plastic containers and bottles recovered

and supporting its commitment to reducing waste sent to landfill.

In addition to the environmental benefits, the project has enabled the recovered aluminium to be separated as a recyclable commodity, supporting circular-economy outcomes and creating additional revenue from material sales.

The successful delivery of this project demonstrates NAWMA's ongoing commitment to investing in technology and infrastructure that improves operational efficiency, increases material recovery and delivers positive environmental outcomes for its Constituent Councils and the wider community.

NAWMA Services Map



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RESOURCE RECOVERY

Resource Recovery Centres

NAWMA's two (2) Resource Recovery Centres (RRCs) at Edinburgh North and Pooraka continue to provide important recycling and waste recovery services to the northern Adelaide community.

Open seven (7) days a week to residents and small commercial customers, the RRCs provide convenient access to a broad range of recycling and disposal options, helping recover valuable resources and reduce the amount of material sent to landfill.

The Edinburgh North RRC combines an undercover drive-through facility with the Salvage and Save retail outlet operated by MOBO, a Container Deposit Return service operated by Scouts SA, and a dedicated Household Chemical and Paint Drop-off facility delivered in partnership with Green Industries SA. The Household Chemical and Paint Drop-off service is free and available to all South Australian residents, providing a safe and convenient disposal option for household quantities of potentially hazardous materials that should not be placed in kerbside bins. Accepted materials include paint, batteries, poisons and pesticides, helping ensure these materials are managed safely and kept out of landfill and the broader waste stream.

The Pooraka RRC continues to provide a convenient drive-through service following the significant site upgrade completed in partnership with the City of Salisbury, improving safety, environmental compliance and the overall customer experience.

During 2025-26, use of NAWMA's RRCs continued to grow, with 157,052 customer visits, an increase of 11% from the previous year. Growth was recorded across both facilities, demonstrating the important role the RRCs continue to play in providing accessible resource recovery services to the community.

2025-2026 Statistics



157,052 Total customer visits
84,659 visited Pooraka
72,393 visited Edinburgh North



11,835 Tonnes of residual material from the Pooraka RRC directed to alternative recovery and disposal pathways



5,761 Tonnes of residual material from the Edinburgh North RRC directed to alternative recovery and disposal pathways



15,255 Mattresses collected for recycling



4,608 Tyres received for recycling



159 Tonnes of paint collected through the household chemical and paint drop-off service



NAWMA's Resource Recovery Centres – convenient recycling and recovery services for our community.

Food and Garden Organics



NAWMA's Food and Garden Organics (FOGO) service continues to deliver strong environmental outcomes across the Constituent Councils by diverting food scraps and garden organics away from landfill, returning these materials to productive use.

Kerbside collected FOGO, together with organic material received through NAWMA's RRCs, is transported for processing in South Australia, in partnership with Integrated Waste Services (IWS).

The material is converted into valuable compost and mulch products that support agriculture, vineyards, market gardens and other beneficial uses.

The 2025-2026 financial year saw a strong increase in FOGO recovery, with 49,616 tonnes of organic material recovered, an increase of 21% compared with the previous year.

Kerbside FOGO collections increased by more than 22%, reflecting continued growth in the use of the service and diversion of organic material from the general waste stream.

2025-2026 Statistics



49,616 Tonnes of Organic material recovered



34,366 Tonnes of FOGO material collected



11,424 Tonnes was received through NAWMA's Resource Recovery Centres (RRCs)



105,577 FOGO bins serviced across the Constituent Councils



NAWMA serviced 105,577 FOGO bins across the Constituent Councils.



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RESOURCE RECOVERY

Hard Waste Service

NAWMA continued to provide a flexible and accessible hard waste service across all three (3) Constituent Councils during the 2025-26 financial year. Residents were able to choose between an at-call kerbside collection or drop-off hard waste service at one of NAWMA's Resource Recovery Centres (RRCs), providing convenient options to support the responsible disposal and recovery of bulky household items.

During the year, 45,721 hard waste services were accessed across the Constituent Councils, comprising 30,643 kerbside collections and 15,078 RRC vouchers. The service is more popular than ever with overall service use increasing by more than 11%. There was a particularly strong increase in residents choosing the RRC drop-off voucher option, with voucher use increasing by 23% in the 2025-2026 financial year.

The at-call collection service allows residents to schedule collections at a time convenient to their needs and is supported by an SMS reminder service to assist residents with presenting their items on time.

A focus in the 2025-2026 financial year with NAWMA's new kerbside collection contractor has been reducing non-collections (where no items have been placed out or where items don't meet the service terms and conditions) with increased communications with residents having significant success.

Residents choosing to drop off hard waste were able to obtain a voucher through NAWMA's Customer Experience Team or Self-Service Portal.

2025-2026 Statistics



45,721 Total hard waste services accessed



30,643 At-call kerbside hard waste collections



15,078 Resource Recovery Centre vouchers redeemed, an increase of 23% on 2024-2025



11% Increase in hard waste services overall



3,114 Tonnes of hard waste received across the Constituent Councils

NAWMA continued to provide a free trailer-hire service from both RRC's for residents who do not have access to suitable transport.



Supporting convenient and responsible hard waste disposal across the NAWMA region.

COUNCIL Tonnes Collected



Waste



Recycling



FOGO

Total

2025-2026



29,996

9,377

20,351

59,724



25,459

7,781

10,475

43,715



5,442

1,776

3,540

10,758

Total

60,897

18,934

34,366



Hard Waste
Tonnes



Hard Waste
Collections



Vouchers
Redeemed

2025-2026



1,586

15,038

8,280



1,324

13,678

6,283



204

1,927

515

Total

3,114

30,643

15,078

Reduce.
Recycle.
Reuse.
Refresh.
Repeat.



RESOURCE RECOVERY

Uleybury Landfill and Renewable Energy Park

The 2025-26 financial year marked a significant milestone for NAWMA with the closure of the Uleybury Landfill, following the completion of active landfilling operations. Residual waste previously disposed of at Uleybury is now being directed to alternative disposal arrangements.

This represents the transition from active landfill operations to the long-term closure, rehabilitation and environmental management of the site.

Closure and Rehabilitation Works

During the year, NAWMA progressed planning and preparation for the remaining landfill closure works. This included detailed design and engineering, preparation of tender documentation and procurement activities for the final capping of Stages 2 and 3.

The works will provide the permanent environmental cap over the remaining landfill area and form an important part of NAWMA's ongoing environmental obligations for the site. Following completion of the cap, rehabilitation and revegetation will continue in accordance with the Landfill Environmental Management Plan (LEMP) and environmental and legislative requirements.

Renewable Energy and Environmental Management

The Uleybury site continues to demonstrate the beneficial use of closed landfill infrastructure through its integrated renewable energy operations. More than 11,000 solar panels operate alongside a landfill gas extraction network comprising 27 vertical wells and a network of horizontal wells, continuing to generate renewable electricity from the site.

NAWMA will continue to manage and monitor

2025-2026 Statistics

Uleybury landfill closed to active landfilling, marking the end of landfill disposal operations at the site.



1,218,902 Kilowatt hours of power generated from solar



6,669,971 Kilowatt hours generated from landfill gas



7,888,873 Kilowatt hours total energy generation

Planning, design and procurement progressed for the Stage 2 and 3 final landfill capping works.

The site transitioned into its closure, rehabilitation and long-term environmental management phase.

the site following closure, including landfill gas, environmental monitoring, rehabilitation and other post-closure requirements.

The Balefill Management Consultative Committee (BMCC) continued to provide an important forum for engagement between NAWMA, nearby residents, Constituent Councils and the Environment Protection Authority.



Uleybury landfill transitions from waste disposal to renewable energy generation.

EDUCATION AND **Community Engagement**



The 2025-26 financial year has seen the Community Engagement Team continue to strengthen community and school education and awareness programs.

School Education

NAWMA has continued to build on the school education program from 2024-2025 financial year through partnerships with AWARE (previously Bin Thinking) and KESAB, offering a suite of engaging, curriculum-aligned incursions for students from early learning to Year 10.

A total of 70 sessions were delivered to 2,680 students and staff across 29 sites. These sessions, fully subsidised for sites within NAWMA's Constituent Councils, focused on interactive and practical waste education.

After a successful trial in the 2024-2025 financial year, over 100 Year 10 students from St Patrick's Technical College once again visited the NAWMA Education Centre and participated in tours of the MRF as part of their circular economy studies.

This year saw the completion of the Beyond the Bin game – a virtual interactive resource developed in partnership with Integrated Waste Services, which provides a fun and engaging way of learning what happens to our resources after they leave the kerbside bin.

The resource is available for free via NAWMA's

website, along with accompanying curriculum-linked lesson plans designed for Years 3-6.

Community Engagement

NAWMA delivered 52 face-to-face sessions, engaging directly with nearly 2,000 residents through facility tours, presentations, events, shopping centre activations and workshops.

The Community Engagement Team attended four (4) local events in 2025-2026 financial year:

- Playford Science Fair
- Salisbury Science Day
- Adelaide Refugee Association Expo; and
- Playford Family Fun Night.

NAWMA also hosted a site for the Green Industries SA 'Set Your Clothes Free' event – a collection drive for clothing and textiles for both charitable reuse and textile recycling avenues.

In the 2025-2026 financial year, the Community Engagement Team restarted localised bin inspections and bin tagging initiatives – providing corrective education and awareness directly to residents who have placed incorrect items in their recycling bins.



Residents take an after-hours look inside NAWMA's Material Recovery Facility operations.





Community Engagement

2025-2026 Summary

Engagement Type Sessions Participants

Facility Tours	17	287
Presentations	15	423
Event Attendance	5	770
Workshops	9	131
Shopping Centre activation	6	382
Total	52	1993

Communications & Advertising

The mobile static display board was circulated across eleven (11) Community Centres and libraries, for a combined 32 weeks. Displays included translated Bin Guides in Vietnamese, Khmer, Hazaragi, and Arabic.

Bin it Right Campaign

From February 1 to June 30, 2026, the Community Engagement Team ran the Bin it Right Campaign, a communications campaign focused on promoting the correct disposal of hazardous items (particularly batteries), and food waste in the FOGO bin.

This campaign utilised all available Constituent Council assets, and paid advertising via radio (FIVEAA and NOVA 919), YouTube, Facebook, bus shelters and banners and local magazines.

Based on available statistics, Bin it Right assets were viewed by the public an average of 376,000 times across physical and digital assets, with 54,431 instances of direct recorded engagement (engaged views of the YouTube video, visits to the corresponding NAWMA website pages, and face-to-face engagement at events).

The Bin it Right campaign was promoted to NAWMA's Client Councils. As a result, a DL flyer was included in the Copper Coast Council rates package and social media posts by the Port Pirie Regional Council and Port Augusta City Council.

Bin it Right. Campaign

Engagement Summary

Media Estimated Total Views

Bus Shelters (Ooh Media)	10,000
Digital (FIVEAA + NOVA 919)	42,931
Digital (Facebook + YouTube)	136,960
Council and local newsletters	10,840
Billboards and banners	107,000
Rates package mailout	68,500

Total Estimated Views 376,231

Direct Engagement Actions

Media Estimated Total

YouTube Direct Engagement (engaged plays)	51,893
Digital actions (visits/followers/likes/comments/shares)	1,578
Face-to-Face Engagement	960

Total Estimated 54,431



EDUCATION AND Community Engagement



**Reduce.
Recycle.
Reuse.
Refresh.
Repeat.**

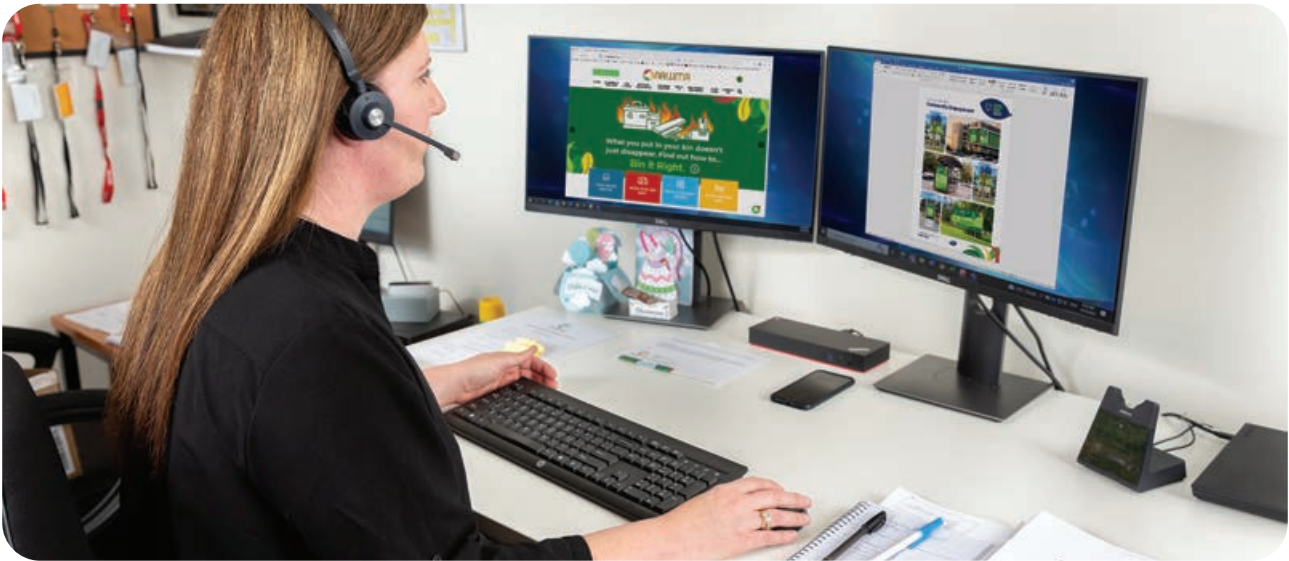


Reduce.
Recycle.
Reuse.
Refresh.
Repeat.



NAWMA'S

Customer Experience



During the past financial year, the Customer Experience Team remained focused on delivering high-quality service, strengthening customer and contractor relationships and continuously improving the community experience.

On the back of last financial year, the Customer Experience Team has successfully expanded the service offered within the Self-Service Portal (SSP), allowing residents to not only book a Drop Off Code, but additionally now able to book an at-call Hard Waste kerbside collection from the privacy of their own home on their own schedule. This has provided the community with the ability to select a date that is suitable for them, with the SSP providing all necessary information regarding booking requirements to ensure the service maximises recovered items.

The team have had a major shift in webchat engagements over 2025-2026 financial year, with chats increasing from 3,062 in the 2024-2025 financial year to 5,272 this year, an increase of **72%**.

Webchat is a popular service that is continually updated by the Customer Experience Team to provide the most accurate and helpful information, again allowing residents to interact with the team on their own schedule. This is a feature that is evaluated by the team on an ongoing basis to ensure it meets the changing needs and expectations of an ever-changing and growing community.

A feedback feature page has been added to the NAWMA website to allow the community to formally submit any feedback about NAWMA's services or their experiences at our sites. This information provides valuable insights that will become part of the priorities for the coming financial year,

2025-2026 Statistics



72,501 calls

Direct or via our Constituent Councils



46,095 emails

Sent from our website



5,272 web chats

Via our website chat module

with a continued focus on innovation, service quality, customer feedback and delivering value for the community.

As a team, Customer Experience has demonstrated resilience, adaptability and a strong customer-focused mindset throughout the year, while continuing to embrace opportunities for growth and continuous improvement. Through collaboration and a shared commitment to delivering positive outcomes, the team have supported one another and remain focused on achieving the organisation's strategic goals.

The team look forward to carrying this spirit of teamwork and dedication into the new financial year.

**‘Vibe Tribe’...
Celebrating
our people.**



Reduce.
Recycle.
Reuse.
Refresh.
Repeat.



NAWMA'S

People, Culture & WHS

NAWMA's work is delivered by a team spanning governance, operations, finance, customer experience, community engagement, human resources and work, health & safety. NAWMA's people bring the technical expertise, local knowledge and day-to-day commitment that keep services running reliably for the three (3) Constituent Councils and the communities they serve.

The organisation's values; Supportive, Collaborative, High Achieving, Passionate and Innovative, guide how the team works together and with our stakeholders and the community. This year's results reflect that commitment, from safety performance to the continued development of the workforce.

Recognising its Team

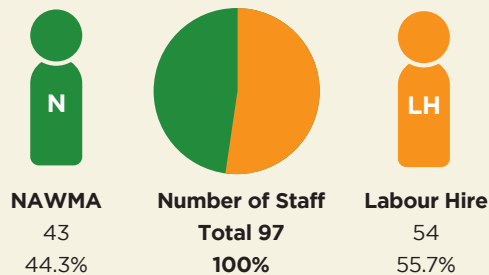
At the end of September 2025, NAWMA hosted

its third annual Staff Service Recognition Awards, marking milestones of 5, 10 and 15 years of service. The event celebrates the depth of experience and commitment that underpins NAWMA's operations and reflects the strong average tenure across the organisation.

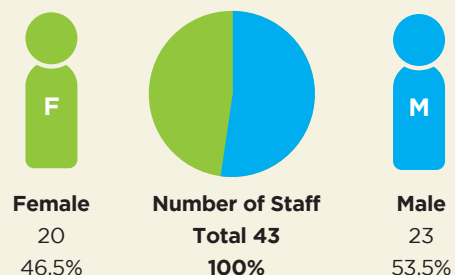
On 7 November 2025, NAWMA was presented with the 'Vibe Tribe Award' at Bespoke HR's annual Client Summit/Awards Event.

Employee Snapshot*

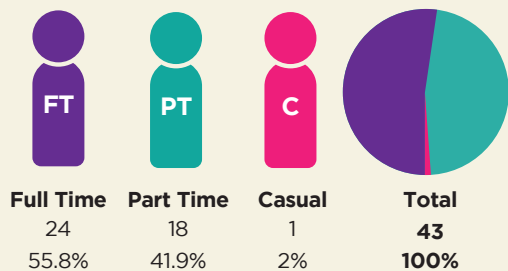
NAWMA Vs Labour Hire



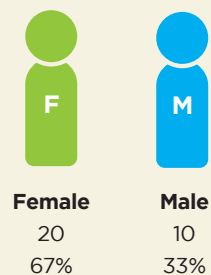
Gender Number of Staff



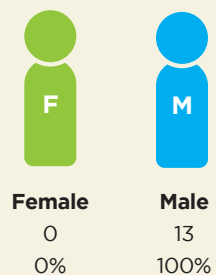
Employment Status



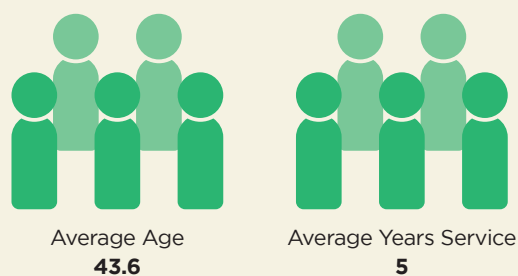
Indoor



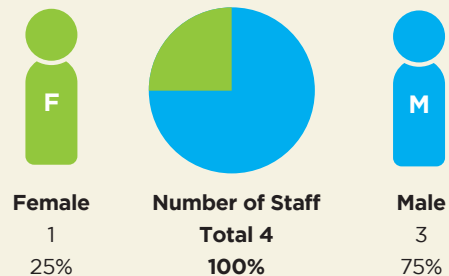
Outdoor



Age & Experience



Leadership



*Employee statistics reflect the workforce as at 30 June 2026.



The Vibe Tribe award recognises organisations with exceptional staff satisfaction results and a genuinely positive workplace culture. NAWMA received this award based on our 2025 Staff Satisfaction Survey. The results of the survey were a credit to every team member that contributes to making NAWMA a place people enjoy coming to. Having this acknowledged externally is a great reflection of the culture all NAWMA Staff help to create.

Work Health and Safety

Safety remained a core focus throughout the year. In October 2025, NAWMA was named a winner of SafeWork SA's Organise Your Own Workplace Activity for National Safe Work Month, recognising the WHS team's initiative under this year's theme, Safety – Every Job, Every Day.

Activities included Toolbox Talks on risk management, a personal safety pledge campaign and a knowledge-sharing session with the City of Playford's WHS team and Safety Representatives at NAWMA's MRF.

The occurrence of 22 lithium-ion battery fires in the MRF is highly significant due to the ongoing substantial fire and explosion risk these batteries pose when damaged, crushed, punctured or exposed to processing equipment.

A single lithium-ion battery fire can rapidly spread through combustible materials commonly found in the MRF, threatening the safety of workers, and has the potential to damage critical infrastructure, and cause significant operational disruptions.

Listening to its People

In July 2025, NAWMA conducted an independent Staff Satisfaction Survey and Engagement Survey, achieving a 78% participation rate across the organisation. The results returned an overall engagement score of 4.12 out of 5.00, with 94%

2025-2026 Statistics



0 Lost time injuries

Down 1 on the 2024-2025 year



0 Workers' Compensation Claims

0% of workforce



22 Lithium-ion Battery fires/ incidents

Down 2 on the 2024-2025 year

of respondents saying they are proud to work for NAWMA.

Training and Development

NAWMA has continued to invest in building capability across the organisation, including contractor management training, participation in an audit mentee program, Conflict and De-escalation training, Manager training covering conflict management, performance management and industrial and employee relations amongst a raft of other short courses and development opportunities.

NAWMA continues to engage with the Waste Management and Resource Recovery Association of Australia (WMRR), supporting its Women of Waste Leadership initiative in addition to targeted development opportunities with Bespoke HR, Norman Waterhouse, Local Government Risk Services and Local Government Professionals.



NAWMA team members building knowledge and capability through shared learning.

AUDITED Financial Report

Certification of Financial Statements	29
Primary Financial Statements	
Statement of Comprehensive Income	30
Statement of Financial Position	31
Statement of Changes in Equity	32
Statement of Cash Flows	33
Notes to the Financial Statements	
Note 1 - Significant Accounting Policies	34
Note 2 - Income	39
Note 3 - Expenses	39
Note 4 - Current Assets	40
Note 5 - Property, Plant & Equipment	41
Note 6 - Liabilities	43
Note 7 - Cash Flow Reconciliation	44
Note 8 - Financial Instruments	45
Note 9 - Commitments for Expenditure	47
Note 10 - Events Occurring After Reporting Date	47
Note 11 - Contingent Liabilities	47
Note 12 - Leases	48
Note 13 - Disclosure of Related Party Transactions	48
Note 14 - Fair Value Measurements	49
Statement of Auditor's Independence	52
Independent Auditor's Report - Financial Report	53
Independent Auditor's Report - Internal Controls	55
Certification of Auditor Independence	57
Constituent Council Certification of Auditor Independence	58





NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY

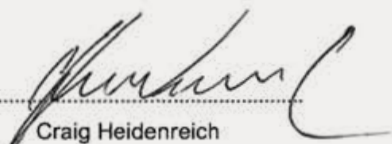
Annual Financial Statements

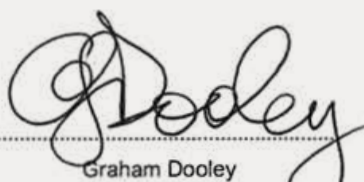
Financial year ended 30 June 2026

Certification of Financial Statements

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

- the accompanying financial statements comply with the *Local Government Act 1999, Local Government (Financial Management) Regulations 2026 and Australian Accounting Standards.*
- the financial statements present a true and fair view of the Authority's financial position at 30 June 2026 and the results of its operations and cash flows for the financial year.
- internal controls implemented by the Authority provide a reasonable assurance that the Authority's financial records are complete, accurate and reliable and were effective throughout the financial year.
- the financial statements accurately reflect the Authority's accounting and other records.


Craig Heidenreich
Chief Executive Officer


Graham Dooley
Chairperson

Date: 24/9/26





Financial Statements 2025-2026

STATEMENT OF COMPREHENSIVE INCOME for the year ended 30 June 2026

	Notes	2026 \$'000	2025 \$'000
INCOME			
User charges	2	57,083	50,005
Grants, subsidies and contributions - operating		-	-
Investment income	2	209	262
Other	2	335	92
Total Income		57,627	50,359
EXPENSES			
Employee costs	3	5,083	4,938
Materials, contracts & other expenses	3	48,998	45,459
Finance costs	3	410	473
Depreciation, amortisation & impairment	3	2,451	6,682
Total Expenses		56,942	57,552
Operating Surplus / (Deficit)		685	(7,193)
Asset disposal & fair value adjustments	3	(130)	(76)
Amounts received specifically for new/upgraded assets		278	7,034
NET SURPLUS / (DEFICIT)		833	(235)
Other Comprehensive Income			
Changes in revaluation surplus - property, plant & equipment		6,029	-
Total Other Comprehensive Income		6,029	-
Total Comprehensive Income		6,862	(235)

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

Financial Statements 2025-2026



STATEMENT OF FINANCIAL POSITION

for the year ended 30 June 2026

	Notes	2026 \$'000	2025 \$'000
ASSETS			
Current Assets			
Cash and cash equivalents	4	234	991
Trade & other receivables	4	5,157	4,513
Stock on Hand		54	135
Total Current Assets		5,445	5,639
Non-current Assets			
Property, Plant & Equipment	5	32,624	27,604
Right-of-Use Assets	5	1,005	1,894
Total Non-current Assets		33,629	29,498
Total Assets		39,074	35,137
LIABILITIES			
Current Liabilities			
Trade & Other Payables	6	5,616	5,676
Provisions	6	6,961	574
Borrowings	6	1,229	1,140
Lease Liabilities	12	479	1,063
Total Current Liabilities		14,285	8,453
Non-Current Liabilities			
Borrowings	6	862	1,737
Provisions	6	4,450	11,879
Lease Liabilities	12	652	1,105
Total Non-current Liabilities		5,964	14,721
Total Liabilities		20,249	23,174
Net Assets		18,825	11,963
EQUITY			
Accumulated Surplus		11,746	10,913
Asset Revaluation Reserve		7,079	1,050
Total Equity		18,825	11,963

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





Financial Statements 2025-2026

STATEMENT OF CHANGES IN EQUITY for the year ended 30 June 2026

	Accumulated Surplus	Asset Revaluation Reserve	Total Equity
	\$'000	\$'000	\$'000
Balance at start of period - 1 July 2024	11,148	1,050	12,198
Net Surplus/ (Deficit) for Year	(235)	-	(235)
Other Comprehensive Income			
Gain on revaluation of property, plant & equipment	-	-	-
Transfers between reserves	-	-	-
Balance at end of period - 30 June 2025	10,913	1,050	11,963
Balance at start of period - 1 July 2025	10,913	1,050	11,963
Net Surplus/ (Deficit) for Year	833	-	833
Other Comprehensive Income			
Gain on revaluation of property, plant & equipment	-	6,029	6,029
Transfers between reserves	-	-	-
Balance at end of period - 30 June 2026	11,746	7,079	18,825

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

Financial Statements 2025-2026



STATEMENT OF CASH FLOWS

for the year ended 30 June 2026

	Notes	2026 \$'000	2025 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Operating receipts from customers		56,806	50,411
Investment receipts		209	262
Operating payments to suppliers & employees		(55,355)	(47,757)
Finance payments		(166)	(257)
Net Cash provided by (or used in) Operating Activities	7	1,494	2,659
CASH FLOWS FROM INVESTING ACTIVITIES			
Amounts specifically for new or upgraded assets		252	6,072
Sale of surplus assets	3	43	7
Expenditure on renewal/replacement of assets		(100)	(26)
Expenditure on new/upgraded assets		(594)	(8,048)
Net Cash provided by (or used in) Investing Activities		(399)	(1,995)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from Borrowings		352	-
Repayments of Borrowings		(1,138)	(1,238)
Repayment of lease liabilities		(1,066)	(1,084)
Net Cash provided by (or used in) Financing Activities		(1,852)	(2,322)
Net Increase (Decrease) in cash held		(757)	(1,658)
Cash & cash equivalents at beginning of period	7	991	2,649
Cash & cash equivalents at end of period	7	234	991

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



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2026

Note 1 - SIGNIFICANT ACCOUNTING POLICIES

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

1 Basis of Preparation

1.1 Compliance with Australian equivalents to International Financial Reporting Standards

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

The financial report was authorised for issue by certificate under regulation 14 of the *Local Government (Financial Management) Regulations 2011*. The Authority is a Local Government Authority Section 43 Regional Subsidiary under the control of City of Salisbury, City of Playford and the Town of Gawler.

1.2 Historical Cost Convention

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

1.3 Critical Accounting Estimates

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

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

1.4 Rounding

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

2 The Local Government Reporting Entity

Northern Adelaide Waste Management Authority operates as a regional subsidiary pursuant to Section 43 of the *Local Government Act 1999* and Section 25 of the *Local Government Implementation Act*, and has its principal place of business at 71 – 75 Woomera Avenue, Edinburgh SA 5111. These financial statements have been prepared for use by the Constituent Councils of the Authority.

3 Income Recognition

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

4 Cash, Cash Equivalents and other Financial Instruments

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

Receivables are generally unsecured and do not bear interest.

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

All financial instruments are recognised at fair value at the date of recognition. A detailed statement of the accounting policies applied to financial instruments forms part of Note 8.

5 Infrastructure, Property, Plant & Equipment

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



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2026

Note 1 - SIGNIFICANT ACCOUNTING POLICIES (cont)

5.1 Initial Recognition

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

The cost of non-current assets constructed by the Authority includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overhead. Capital works still in progress at balance date are recognised as other non-current assets and transferred to infrastructure, property, plant & equipment when completed ready for use.

5.2 Materiality

Assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds materiality thresholds established by the Authority for each type of asset. In determining (and in annually reviewing) such thresholds, regard is had to the nature of the asset and its estimated service life.

No capitalisation threshold is applied to the acquisition of land or interests in land. The capitalisation threshold applied for Plant and Equipment assets is \$5,000. All Information Technology Equipment has a capitalisation threshold of \$1,000 (previously \$5,000). Any purchases greater than these amounts are capitalised and depreciated on the Authority's asset register.

5.3 Subsequent Recognition

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

Plant & Equipment assets are not revalued due to operational nature, the specialised nature of equipment with low resale potential and short lifespan. Plant & Equipment assets are only assessed for insurance value. Land and buildings are assessed for fair value and insurance value due to longer useful life and sale potential outside of the Authority's specialised operations.

5.4 Depreciation of Non-Current Assets

Other than land, all infrastructure, property, plant and equipment assets recognised are systematically depreciated over their useful lives in a manner which reflects the consumption of the service potential embodied in those assets. Depreciation is recognised on a straight-line basis. Major depreciation periods for each class of asset are shown below. Depreciation periods for infrastructure assets have been estimated based on the best information available to the Authority, but appropriate records covering the entire life cycle of these assets are not available, and extreme care should be used in interpreting financial information based on these estimates.

Plant, Furniture & Equipment	2 to 20 years
Buildings	30 to 50 years
Waste Processing Facility	10 to 20 years
Landfill Construction	Amortised proportionately to rate of filling
Landfill Capping & Rehabilitation	Amortised proportionately to rate of filling

5.5 Land & Building Assets

As at 30 June 2026, an independent valuation was undertaken on all Land, Building, Landfill Plant & Equipment and Property & Improvements assets held by the Authority. The independent valuation was undertaken by Marsh Pty Ltd and valued land and building assets to the current market value. Given the material value of Land and Building assets subsequent to the valuation performed, Land and Building assets are shown as a separate class of asset and disclosed accordingly in Note 5.



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2026

Note 1 - SIGNIFICANT ACCOUNTING POLICIES (cont)

The Authority estimates that future depreciation expense recorded for Building assets will increase by approximately \$0.15 million in future periods.

5.6 Impairment

Assets that have an indefinite useful life are not subject to depreciation and are reviewed annually for impairment. Assets that are subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount (which is the higher of the present value of future cash outflows or value in use).

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

6 Payables

6.1 Goods & Services

Creditors are amounts due to external parties for the supply of goods and services and are recognised as liabilities when the goods and services are received. Creditors are normally paid 30 days after the month of invoice. No interest is payable on these amounts.

7 Employee Benefits

7.1 Salaries, Wages & Compensated Absences

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

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

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

7.2 Superannuation

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

Accumulation Fund Members

Accumulation fund members receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings in accordance with Superannuation Guarantee Legislation (12% in 2025/26; 11.5% in 2024/25). No further liability accrues to the employer as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

Contributions to Other Superannuation Schemes

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



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2026

Note 1 - SIGNIFICANT ACCOUNTING POLICIES (cont)

8 Rehabilitation

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

Landfill Remediation

The Authority annually monitors the liability recorded for landfill rehabilitation and restoration estimates and make adjustments to the liability as required to ensure an accurate projected cost of the liability is showing in the balance sheet. An independent assessment of the Authority's landfill capping and post closure rehabilitation obligations was undertaken by WSP Australia Pty Ltd as at 30 June 2025. The provision also incorporates updated information arising from the subsequent tender process for the landfill capping works, which are expected to be undertaken during the 2026/27 financial year. As the tender information relates to capping obligations as at 30 June 2026, it has been reflected in the provision recognised at reporting date.

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

As at 30 June 2025, the Uleybury landfill site ceased to operate and accept waste. As from 30 June 2025, all amendments to the landfill liabilities are recognised directly through profit and loss given that all landfill remediation non-current assets have previously been fully amortised.

Industrial Property Remediation

The Authority leases industrial property which under lease agreement held, requires that the Authority undertakes remediation and rectification works to the site upon exit. The scope of works includes the remediation of damaged and/or worn facilities, the removal of plant and equipment from the site as well as undertake rectification of any site contamination issues. As at 30 June 2026, all works have been completed and the liability derecognised. As a result of the works costing less than estimated, the reduction in the remaining liability was recognised in Other Income totalling \$0.901 million.

9 Comparative Information

Comparative information has been reclassified to be consistent with the current year disclosure of equivalent information in accordance with Australian Accounting Standards. No changes have been made to comparative information in the principal financial statements nor has not been amended for any changes to accounting standards.

10 Critical Accounting Estimates and Judgements

The Board evaluate estimates and judgements incorporated into the financial report based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and based on current trends and economic data, obtained both externally and within the Authority.

11 New Accounting Standards

No new accounting standards were applied by the Authority during the financial year. The Authority has not elected to early adopt any new accounting standards, interpretations or amendments which are not yet effective.

12 Stock on Hand

The Authority records stock on hand as at reporting date to reflect the value of stockpiled recycled finished goods held. The value attributed to stock items is based on the expected sale price of goods held based on existing contract rates held with customers and/or public market rates, whichever is applicable. Stock recorded also includes bailing wire and other materials used in the processing of waste through processing plants.





NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2026

Note 1 - SIGNIFICANT ACCOUNTING POLICIES (cont)

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

The Authority has a lease agreement with the City of Salisbury to manage and operate the waste transfer station located at Pooraka. The lease with the City of Salisbury is reflected on the Balance Sheet in accordance with AASB 16. Transactions between the Authority and Member Councils where services have been provided by the Authority have been separately disclosed in Note 13.

14 Leases

The Authority assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. The Authority recognises lease liabilities to make lease payments and right-of-use assets representing the right of use of the underlying assets.

14.1 Right-of- Use Assets

The Authority recognises right-of-use assets at the commencement date of the lease. Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, lease payments made at or before the commencement date less any lease incentive received and the estimate of costs incurred to restore the leased asset. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of assets.

14.2 Lease Liabilities

At the commencement date of the lease, the Authority recognises lease liabilities measured at the present value of lease payments to be made over the lease term. In calculating the net present value of the lease payments, the Authority uses its incremental borrowing rate or the interest rate implicit in the lease.

14.3 Short-term leases and leases of low-value assets

The Authority applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date). It also applies the low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

Financial Statements 2025-2026



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2026

Note 2 - INCOME

	Notes	2026 \$'000	2025 \$'000
USER CHARGES			
Waste Management Operations		57,083	50,005
		57,083	50,005
INVESTMENT INCOME			
Interest Income: Local Government Finance Authority		35	73
Rental income		174	189
		209	262
OTHER INCOME			
Promotional Income		335	92
		335	92

Note 3 - EXPENSES

EMPLOYEE COSTS

Salaries and Wages		3,837	3,796
Employee leave expense		524	432
Superannuation		463	471
Workers' Compensation Insurance		125	148
Other		134	91
		5,083	4,938

MATERIALS, CONTRACTS & OTHER EXPENSES

Auditor's Remuneration			
Auditing the financial reports		18	17
Other Services		-	-
Board & Audit & Risk Committee costs		106	103
Lease costs		201	49
Bank Fees		64	48
Landfill Royalty		-	117
Contractors		46,334	31,261
Electricity		365	362
Environmental Protection Agency Levy		15	8,034
Fuels & Oils		165	232
Professional services		227	346
Landfill Provision Movement	1.8, 6	63	3,486
Administration & Other Expenses		1,440	1,404
		48,998	45,459



Financial Statements 2025-2026

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2026

Note 3 - EXPENSES (cont)

	Notes	2026 \$'000	2025 \$'000
DEPRECIATION, AMORTISATION & IMPAIRMENT			
Waste Processing Facility		37	110
Uleybury Landfill Plant & Equipment		5	13
Education Program Plant & Equipment		1	-
Office Furniture & Equipment		14	14
Property & Improvements		35	34
Landfill Cell Stage Three		-	875
Landfill Capping Stage Three		-	1,601
Post Closure Rehabilitation		-	1,530
Buildings		187	142
Material Recovery Facility		562	555
Right-of-use-assets		921	1,392
Right-of-use-assets Restoration		138	276
Operating Equipment		551	140
		2,451	6,682
FINANCE COSTS			
Interest on Loans and Overdraft		89	127
Interest on Leases		90	155
Unwinding of present value discounts		231	191
		410	473
ASSET DISPOSALS			
Proceeds from disposal		43	7
Less: Carrying amount of assets sold		(173)	(83)
Gain (Loss) on disposal		(130)	(76)
Note 4 - CURRENT ASSETS			
CASH & CASH EQUIVALENTS			
Cash on Hand and at Bank		234	188
Deposits at Call		-	803
		234	991
TRADE & OTHER RECEIVABLES			
Debtors - general		4,655	3,851
Accrued Revenues		313	505
Prepaid Expenses		189	157
Provision for Impairment		-	-
		5,157	4,513

Financial Statements 2025-2026



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2026

Note 5 - PROPERTY, PLANT & EQUIPMENT

	2025 \$'000				2026 \$'000			
	AT FAIR VALUE	AT COST	ACCUM DEPN	CARRYING AMOUNT	AT FAIR VALUE	AT COST	ACCUM DEPN	CARRYING AMOUNT
Land	3,365	-	-	3,365	5,705	-	-	5,705
Waste Processing Facility	-	2,977	(2,295)	682	-	2,482	(2,001)	481
Uleybury Landfill Plant & Equipment	-	2,096	(2,071)	25	-	2,222	(2,109)	113
Education Program Plant & Equipment	-	34	(32)	2	-	34	(33)	1
Office Furniture & Equipment	-	274	(221)	53	-	286	(235)	51
Property & Improvements	-	3,021	(1,587)	1,434	-	3,361	(1,754)	1,607
Landfill Cell Stage Three	-	3,084	(3,084)	-	-	3,084	(3,084)	-
Landfill Capping Stage Three	2,704	-	(2,704)	-	-	-	(2,704)	-
Post Closure Rehabilitation	3,487	-	(3,487)	-	-	-	(3,487)	-
Buildings	3,839	7,717	(1,177)	10,379	12,628	-	(1,883)	10,745
Material Recovery Facility	-	7,680	(4,252)	3,428	-	8,342	(4,815)	3,527
Right-of-use-assets	-	10,428	(8,534)	1,894	-	5,029	(4,024)	1,005
Right-of-use-asset Restoration	1,516	-	(1,378)	138	1,516	-	(1,516)	-
Operating Equipment	-	8,130	(152)	7,978	-	11,090	(703)	10,387
WIP	-	120	-	120	-	7	-	7
	14,911	45,561	(30,974)	29,498	26,040	35,937	(28,348)	33,629



Financial Statements 2025-2026

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2026

Note 5 - PROPERTY, PLANT & EQUIPMENT (Cont)

	2025 \$'000	Movement in Property, Plant & Equipment during the Financial Year							2026 \$'000
	CARRYING VALUE	ADDITIONS		Disposals	Revaluation	Adjustment	Transfers	Depreciation	CARRYING VALUE
		Renewal/ Replacement	New/ Upgrade						
Land	3,365	-	-	-	2,340	-	-	-	5,705
Waste Processing Facility	682	-	-	(164)	-	-	-	(37)	481
Uleybury Landfill Plant & Equipment	25	9	-	-	84	-	-	(5)	113
Education Program Plant & Equipment	2	-	-	-	-	-	-	(1)	1
Office Furniture & Equipment	53	12	-	-	-	-	-	(14)	51
Property & Improvements	1,434	79	-	(9)	138	-	-	(35)	1,607
Landfill Cell Stage Three	-	-	-	-	-	-	-	-	-
Landfill Capping Stage Three	-	-	-	-	-	-	-	-	-
Post Closure Rehabilitation	-	-	-	-	-	-	-	-	-
Buildings	10,379	-	-	-	3,467	-	(2,914)	(187)	10,745
Material Recovery Facility	3,428	-	541	-	-	-	120	(562)	3,527
Right-of-use-assets	1,894	-	-	-	-	32	-	(921)	1,005
Right-of-use-asset Restoration	138	-	-	-	-	-	-	(138)	-
Operating Equipment	7,978	-	46	-	-	-	2,914	(551)	10,387
WIP	120	-	7	-	-	-	(120)	-	7
	29,498	100	594	(173)	6,029	32	-	(2,451)	33,629
2025 \$'000	27,588	26	8,382	(83)	-	267	-	(6,682)	29,498

Financial Statements 2025-2026



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2026

Note 6 - LIABILITIES

	2026 \$'000		2025 \$'000	
Notes	Current	Non-current	Current	Non-current
TRADE & OTHER PAYABLES				
Goods & Services	4,562	-	4,552	-
Accrued expenses - other	1,054	-	1,098	-
Amounts received in advance	-	-	26	-
	5,616	-	5,676	-
BORROWINGS				
Cash Advance Debenture (CAD)	352	-	-	-
Loans	877	862	1,140	1,737
	1,229	862	1,140	1,737
PROVISIONS				
Annual Leave	259	-	256	-
Long Service Leave	408	136	318	128
Provision for Capping Stage 3A	6,294	411	-	5,900
Provision for Post Closure Site Rehabilitation	-	3,903	-	4,052
Provision for Property Restoration	-	-	-	1,799
	6,961	4,450	574	11,879
RECONCILIATION OF MOVEMENT IN LANDFILL & RESTORATION PROVISIONS				
	Provision for Capping Stage 3A	Provision for Post Closure Site Rehabilitation	Provision for Property Restoration	Total
Opening Balance	5,900	4,052	1,799	11,751
Additional Amounts Recognised/(Derecognised)	964	-	(901)	63
Payments	(277)	(230)	(930)	(1,437)
Unwinding of Present Value Discounts	118	81	32	231
Closing Balance	6,705	3,903	-	10,608



Financial Statements 2025-2026

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2026

Note 7 - CASH FLOW RECONCILIATION

(a) Reconciliation of Cash

	Notes	2026 \$'000	2025 \$'000
Total cash & equivalent assets	4	234	991
Less: Short-term borrowings		-	-
Balances per Statement of Cash Flows		234	991

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

Net Surplus (Deficit)		833	(235)
Non-cash items in Income Statement			
Depreciation, amortisation & impairment	3	2,451	6,682
(Gain) / Loss on Disposal of Assets	3	130	76
Capital Grants		(278)	(7,034)
Lease Adjustment		3	512
Unwinding of Present Value Discounts	6	231	190
Landfill Liability Movement	6	63	3,486
		3,433	3,677
Add (Less): Changes in Net Current Assets			
Net (increase) decrease in receivables		(644)	10
Net (increase) decrease in inventory		81	(16)
Net increase (decrease) in trade & other payables		(60)	(985)
Net increase (decrease) in other provisions		(1,316)	(27)
Net Cash provided by (or used in) operations		1,494	2,659

(c) Financing Arrangements

Credit Card Facilities	28	25
LGFA Cash Advance Debenture Facility Limit	19,873	3,500



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2026

Note 8 - FINANCIAL INSTRUMENTS

Recognised Financial Instruments

Bank, Deposits at Call, Short Term Deposits	Accounting Policy: Carried at lower of cost and net realisable value; Interest is recognised when earned. Terms & conditions: Deposits on Call do not have a maturity period and have an average interest rate of 4.65% (2025: 4.15%). Carrying amount: approximates fair value due to the short term to maturity.
Receivables - Gate Fees & Associated Charges	Accounting Policy: Carried at nominal values less any allowance for doubtful debts. An allowance for doubtful debts is recognised (and re-assessed annually) when collection in full is no longer probable. Carrying amount: approximates fair value (after deduction of any allowance).
Liabilities - Creditors and Accruals	Accounting Policy: Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Authority. Terms & conditions: Liabilities are normally settled on 30 day terms. Carrying amount: approximates fair value.

Net Fair Value

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

Risk Exposure

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

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

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

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



Financial Statements 2025-2026

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2026

Note 8 - FINANCIAL INSTRUMENTS (Cont)

Liquidity Analysis

2026

	≤ year	Maturity > 1 year ≤ 5 years	> 5 years	Non- interest bearing	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Financial Assets					
Amortised Cost					
Cash Assets	234	-	-	-	234
Receivables	-	-	-	4,968	4,968
Total	234	-	-	4,968	5,202

Financial Liabilities

Payables	-	-	-	5,616	5,616
Borrowings	1,353	1,517	-	-	2,870
Total	1,353	1,517	-	5,616	8,486

2025

	≤ year	Maturity > 1 year ≤ 5 years	> 5 years	Non- interest bearing	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Financial Assets					
Amortised Cost					
Cash Assets	991	-	-	-	991
Receivables	-	-	-	4,356	4,356
Total	991	-	-	4,356	5,347

Financial Liabilities

Payables	-	-	-	5,650	5,650
Borrowings	2,203	2,842	-	-	5,045
Total	2,203	2,842	-	5,650	10,695



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2026

Note 9 - COMMITMENTS FOR EXPENDITURE

	Notes	2026 \$'000	2025 \$'000
Expenditure Commitments			
Other expenditure committed for (excluding inventories) at the reporting date but not recognised in the financial statements as liabilities:			
Audit Services		-	-
Waste Collection, Processing and Mobile Garbage Bin Supply Contracts		279,039	290,794
		279,039	290,794
These expenditures are payable:			
Not later than one year		48,821	39,705
Later than one year and not later than 5 years		135,356	138,778
Later than 5 years		94,862	112,311
		279,039	290,794

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

Note 10 - EVENTS OCCURRING AFTER REPORTING DATE

Subsequent to 30 June 2026, the Authority progressed the tender process for the Uleybury Landfill capping works, which are expected to be undertaken during the 2026/27 financial year. The tender process provided updated information regarding the expected cost of the capping works and, as this related to an obligation existing at 30 June 2026, the information has been reflected in the landfill capping provision recognised at reporting date.

On 31 July 2026, the Authority settled on the purchase of a property which had an acquisition cost of \$9.713 million. The Authority funded the purchase of the property by drawing down on funds available within its LGFA cash advance debenture (CAD) facilities. The acquisition of the new asset and additional borrowings will be reflected in the 2026/27 financial year.

Note 11 - CONTINGENT LIABILITIES

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





Financial Statements 2025-2026

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2026

Note 12 - LEASES

Authority as a lessee

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

	Buildings & Other Structures \$'000	Plant & Motor Vehicles \$'000	Total \$'000
At 1 July 2025	693	1,201	1,894
Additions of right-of-use-assets	-	-	-
Depreciation Charge	(358)	(563)	(921)
Right-of-Use Adjustments	12	20	32
At 30 June 2026	347	658	1,005

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

At 1 July 2025	2,168
Additions	-
Accretion of interest	90
Total Payments	(1,156)
Lease Liability Adjustment	29
At 30 June 2026	1,131
Current	479
Non-Current	652

Note 13 - DISCLOSURE OF RELATED PARTY TRANSACTIONS

The Key Management Personnel include the Chair of the Board, Chief Executive and other officers prescribed under the *Local Government Act 1999 (SA)*. In all, 6 persons were remunerated as following:

	2026 \$'000	2025 \$'000
Salaries, allowances & other short term benefits	1,311	1,255
TOTAL	1,311	1,255



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2026

Note 13 - DISCLOSURES OF RELATED PARTY TRANSACTIONS (Cont)

Transactions with Related Parties:

Related Party Entity	Sale of Goods and Services (\$'000)	Amounts Outstanding from Related Parties (\$'000)	Description of Services Provided to Related Parties
City of Salisbury	20,105	1,942	Provision of waste collection, processing and disposal services
City of Playford	16,230	1,481	Provision of waste collection, processing and disposal services
Town of Gawler	3,657	330	Provision of waste collection, processing and disposal services

The Related Parties disclosed above are equity owners of the Authority (Member Councils). Member Councils have equal representation on the Board and accordingly have significant influence on the financial and operating decisions. No one Member Council individually has control of those policies. In addition to the above, the Authority incurred expenditure with Constituent Councils totalling \$0.485 million during the 2025/26 financial year.

The Authority pays membership subscriptions for membership, payment for conference attendance and travel costs to the Waste Management and Resource Recovery Association on which the Authority's former Chief Executive Officer sits on the Board of Management.

Note 14 - FAIR VALUE MEASUREMENTS

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

- Land assets
- Building assets
- Stock on Hand
- Landfill Capping
- Post Closure Rehabilitation Costs
- Right-of-Use Restoration

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

(a) Fair value hierarchy

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

Level 1

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

Level 2

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

Level 3

Measurements based on unobservable inputs for the asset or liability.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 2026

Note 14 - FAIR VALUE MEASUREMENTS (Cont)

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

If one or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

Valuation techniques

The Authority selects valuation techniques that are appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured.

The valuation techniques selected by the Authority are consistent with one or more of the following valuation approaches:

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

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



NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2026

Note 14 - FAIR VALUE MEASUREMENTS (Cont)

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

	Notes	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
2026					
Recurring fair value measurements					
Infrastructure, Property, Plant & Equipment					
- Land	5	-	5,705	-	5,705
- Buildings	5	-	12,628	-	12,628
- Stock on Hand		54	-	-	54
- Landfill Capping Assets	5	-	-	-	-
- Post Closure Rehabilitation	5	-	-	-	-
- Right-of-Use Restoration	5	-	-	-	-
Total financial assets recognised at fair value		54	18,333	-	18,387

2025

Recurring fair value measurements

Infrastructure, Property, Plant & Equipment

- Land	5	-	3,365	-	3,365
- Buildings	5	-	3,839	7,717	11,556
- Stock on Hand		135	-	-	135
- Landfill Capping Assets	5	-	-	-	-
- Post Closure Rehabilitation	5	-	-	-	-
- Right-of-Use Restoration	5	-	-	-	-
Total financial assets recognised at fair value		135	7,204	7,717	15,056

(b) Disclosed fair value measurements

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

	Fair Value Hierarchy Level	Valuation Technique	Inputs Used
There has been no change in the techniques used to measure the value of items disclosed in the financial statements.	1	Market	Based on expected sale price of goods based on existing contract prices.
There has been no change in the valuation technique(s) used to calculate the fair values disclosed in the financial statements.	2	Market Value	Observable sales of similar properties - both vacant land and land with improvements.
There has been no change in the techniques used to measure the value of items disclosed in the financial statements.	3	Cost Approach	Landfill assets unobservable inputs. The measure of these costs requires significant estimates and assumptions such as: discount rate, inflation rate, assessment of EPA requirements, the timing, extent and costs of the required activities and the estimated remaining airspace of the landfill.



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& Business Consultants



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under Professional Standards Legislation

NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY

GENERAL PURPOSE FINANCIAL STATEMENTS

For the year ended 30 June 2026

Statement by Auditor

I confirm that, for the audit of the financial statements of the Northern Adelaide Waste Management Authority for the year ended 30 June 2026, I have maintained my independence in accordance with the requirements of APES 110 – *Code of Ethics for Professional Accountants (including Independence Standards)*, Part 4A, published by the Accounting Professional and Ethical Standards Board, in accordance with the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011 made under that Act.

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

GALPINS ACCOUNTANTS, AUDITORS & BUSINESS CONSULTANTS

Tim Muhlhausler CA, Registered Company Auditor
Partner

Date: 25 August 2026



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INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL REPORT

To the members of the Northern Adelaide Waste Management Authority (NAWMA)

Opinion

We have audited the accompanying financial report of NAWMA (the Authority), which comprises the statements of financial position as at 30 June 2026, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the statement by the Chief Executive Officer and the Chairperson.

In our opinion, the accompanying financial report presents fairly, in all material respects, the financial position of the Authority as at 30 June 2026, and its financial performance and its cash flows for the year then ended in accordance with the Australian Accounting Standards, the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011*.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Authority in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibility for the financial report

The Authority is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations), the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* and for such internal control as the Authority determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Authority is responsible for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Authority either intends to liquidate the Authority or to cease operations, or has no realistic alternative but to do so. Those charged with governance are responsible for overseeing the Authority's financial reporting process.

Auditor's responsibility for the audit of the financial report

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



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

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

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

GALPINS ACCOUNTANTS, AUDITORS & BUSINESS CONSULTANTS

Tim Muhlhausler CA, Registered Company Auditor
Partner

Date: 24 September 2026



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INDEPENDENT AUDITOR'S REPORT ON THE INTERNAL CONTROLS

To the members of the Northern Adelaide Waste Management Authority (NAWMA)

Independent Assurance Report on the Internal Controls of NAWMA

Opinion

We have audited the compliance of NAWMA (the Authority) with the requirements of Section 125 of the *Local Government Act 1999* in relation only to the internal controls established by the Authority to ensure that financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities for the period 1 July 2025 to 30 June 2026 have been conducted properly and in accordance with the law.

In our opinion, the Authority has complied, in all material respects, with Section 125 of the *Local Government Act 1999* in relation to internal controls established by the Authority in relation to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities so as to provide reasonable assurance that the financial transactions of the Authority have been conducted properly and in accordance with law for the period 1 July 2025 to 30 June 2026.

Basis for Opinion

We conducted our engagement in accordance with applicable Australian Standards on Assurance Engagement ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* and ASAE 3150 *Assurance Engagement on Controls*, issued by the Australian Auditing and Assurance Standards Board, in order to state whether, in all material respects, the Authority has complied with Section 125 of the *Local Government Act 1999* in relation only to the internal controls specified above for the period 1 July 2025 to 30 June 2026. ASAE 3000 also requires us to comply with the relevant ethical requirements of the Australian professional accounting bodies.

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

Responsibility for Internal Controls

The Authority is responsible for implementing and maintaining an adequate system of internal controls, in accordance with Section 125 of the *Local Government Act 1999* to ensure that the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities have been conducted properly and in accordance with law.

Our Independence and Quality Control

We have complied with the independence and other relevant ethical requirements relating to assurance engagements, and applied Auditing Standard ASQC 1 *Quality Control for Firms that Performs Audits and Reviews of Financial Reports and Other Financial Information, and Other Assurance Engagements* in undertaking this assurance engagement.

Auditor's responsibility

Our responsibility is to express an opinion on the Authority's compliance with Section 125 of the *Local Government Act 1999* in relation only to the internal controls established by the Authority to ensure that financial transactions relating to receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities have been conducted properly and in accordance with law, based on our procedures.



Our engagement has been conducted in accordance with applicable Australian Standards on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Information* and ASAE 3150 *Assurance Engagements on Controls*, issued by the Australian Auditing and Assurance Standards Board, in order to state whether, in all material respects, the Authority has complied with Section 125 of the *Local Government Act 1999* in relation only to the internal controls specified above for the period 1 July 2025 to 30 June 2026. ASAE 3000 also requires us to comply with the relevant ethical requirements for the Australian professional accounting bodies.

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

Limitations of controls

Because of the inherent limitations of any internal control structure it is possible that, even if the controls are suitably designed and operating effectively, the control objectives may not be achieved so that fraud, error, or non-compliance with laws and regulations may occur and not be detected.

An assurance engagement on controls is not designed to detect all instances of controls operating ineffectively as it is not performed continuously throughout the period and the tests performed are on a sample basis. Any projection of the outcome of the evaluation of controls to future periods is subject to the risk that the controls may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate.

Limitation of use

This report has been prepared for the members of the Authority in accordance with Section 129 of the *Local Government Act 1999* in relation to the internal controls specified above. We disclaim any assumption of responsibility for any reliance on this report to any persons or users other than the members of the Authority, or for any purpose other than that for which it was prepared.

GALPINS ACCOUNTANTS, AUDITORS & BUSINESS CONSULTANTS

Tim Muhlhausler CA, Registered Company Auditor
Partner

Date: 24 September 2026



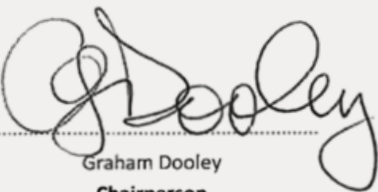
NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY

ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 June 2026

CERTIFICATION OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of the Northern Adelaide Waste Management Authority for the year ended 30 June 2026, the Authority's Auditor, Galpins, has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2026* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 25(3) *Local Government (Financial Management) Regulations 2026*.


Graham Dooley
Chairperson

Date: 18/9/26


John Rawson
Chair - Audit Committee

Date: 9/9/26



NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY

ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 June 2026

CONSTITUENT COUNCIL CERTIFICATION OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of the Northern Adelaide Waste Management Authority for the year ended 30 June 2026, the Authority's Auditor, Galpins, has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2026* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 24(3) *Local Government (Financial Management) Regulations 2026*.

.....
Sam Green
Chief Executive Officer
City of Playford

Date: 28/09/2026



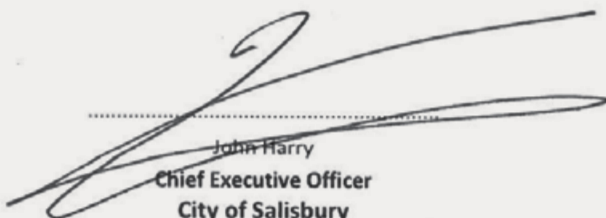
NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY

ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 June 2026

CONSTITUENT COUNCIL CERTIFICATION OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of the Northern Adelaide Waste Management Authority for the year ended 30 June 2026, the Authority's Auditor, Galpins, has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2026* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 24(3) *Local Government (Financial Management) Regulations 2026*.


John Harry
Chief Executive Officer
City of Salisbury
Date: 28/09/2026.





Financial Statements 2025-2026

NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY

ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 June 2026

CONSTITUENT COUNCIL CERTIFICATION OF AUDITOR INDEPENDENCE

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of the Northern Adelaide Waste Management Authority for the year ended 30 June 2026, the Authority's Auditor, Galpins, has maintained its independence in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2026* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 24(3) *Local Government (Financial Management) Regulations 2026*.


Chris Cowley
Chief Executive Officer
Town of Gawler

Date:

Resource Recovery Centres

157,052

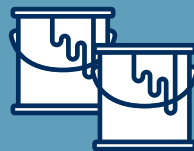
CUSTOMERS

utilised the Edinburgh North
and Pooraka RRCs

33,708

TONNES

of waste were diverted to
alternative fuels



15,255

MATTRESSES

were processed at the Edinburgh
North and Pooraka RRCs

4,608

TYRES

were processed at the Edinburgh
North and Pooraka RRCs



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