

Joint Board and Audit Committee Meeting Agenda

Date: 26/11/2020

Time: 4.00pm

Venue: Online Meeting Platform (Zoom)

<https://us02web.zoom.us/j/81532235336?pwd=NG40RmhRN2RoKzNzL0dpdDdvdVllUT09>

Meeting ID: 815 3223 5336

Passcode: 682576

1. Present

2. Apologies

3. Disclosure of Conflicts

Conflicts of Interest

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

Confidentiality Statement

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

4. Confirmation of Minutes

Recommended (Board only): That the Minutes of the Northern Adelaide Waste Management Authority Board Meeting held on Thursday, 17 September 2020 be received, confirmed and adopted (Appended at 4.1).

Recommended (Board only): That the Circular Resolution of the Northern Adelaide Waste Management Authority Board, passed with majority via email, of Tuesday, 17 November 2020 be received and confirmed (Appended at 4.2).

Recommended (Audit Committee only): That the Minutes of the Northern Adelaide Waste Management Authority Audit Committee Meeting held on Monday, 14 September 2020 be received, confirmed and adopted (Appended at 4.3).

5. Matters Arising From The Minutes

- 5.1. Capital Works Program Summary (standing item)
- 5.2. Action List (standing item)
- 5.3. Research Road (Pooraka) Transfer Station Lease update

6. Questions Without Notice

7. Confidential Items

- 7.1. Landfill Alternative Project
- 7.2. Operational Report

7.3. Draft Resourcing Strategy

8. NAWMA Management and Administration Report

Reports for Decision

- 8.1. FY20/21 Budget Review One (1)
- 8.2. LGFA CAD Facility
- 8.3. Long Term Financial Plan (LTFP) Review
- 8.4. Board Self-Assessment Briefing
- 8.5. 2021 Meeting Dates

Reports for Information

- 8.6. Resident Engagement Strategy
- 8.7. 2020/2021 Annual Business Plan progress report
- 8.8. WHS Steering Committee Minutes

9. Other Business

- 10.1. Advocacy (standing item – verbal only)

10. Next Meeting of the Board

The next meeting of the Board is TBC.

The next meeting of the Audit Committee is TBC.





Minutes of the Meeting of the Board of Northern Adelaide Waste Management Authority

Date: 17/09/2020

Time: 4.02pm

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

Welcome

1. PRESENT

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

2. IN ATTENDANCE

Mr Adam Faulkner	Chief Executive Officer (via video link)
Mr Danial Dunn	Chief Operations Officer
Mrs Rachel Zhou	Chief Financial Officer
Mrs Amy Hosking	Executive Assistant
Mr John Jovicevic	Dean Newbery & Partners
Mr Daryl Stillwell	Stillwell Management Consultants (via video link)
Mr Sean Keenihan	Norman Waterhouse (via video link)
Mr David Woolford	Ricardo UK (via video link)

APOLOGIES

Ms Grace Pelle	City of Playford
Cr Clint Marsh	City of Playford (Deputy)
Cr Paul Little	Town of Gawler

Cr Reynolds entered the meeting at 4.04pm.

3. DISCLOSURE OF CONFLICTS

Declaration of the following;

Conflicts of Interest

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

Confidentiality Statement

Members of the Board are reminded of their obligations under Clause 7.4.15 of the NAWMA Charter to keep confidential documents and any information provided to them on a confidential basis for their



consideration prior to a meeting of the Board and until such time as these matters have been considered and the Board determines that they are appropriate to be released to the public generally.

4. CONFIRMATION OF MINUTES

Moved Cr Koch that the Minutes of the Northern Adelaide Waste Management Authority Board Meeting held on Thursday, 25 June 2020 be received, confirmed and adopted.

Seconded Cr Woodman **Carried**

Moved Mr Mansueto that the Circular Resolution of the Northern Adelaide Waste Management Authority Board distributed on 21 July 2020, and passed on 27 July 2020 be received, confirmed and adopted.

Seconded Cr Halls **Carried**

Moved Cr Woodman that the Minutes of the Northern Adelaide Waste Management Authority Audit Committee held on Monday, 14 September 2020 be received and noted.

Seconded Cr Halls **Carried**

Mr Inat entered the meeting at 4.10pm.

5. BRIEFING ITEMS

Mr Stillwell entered the meeting at 4.11pm.

5.1. Staff Satisfaction Survey

The Board were provided with a presentation (via video link) of the Staff Satisfaction Survey results from Mr Daryl Stillwell (Managing Director, Stillwell Management Consultants).

Moved Cr Fraser that the Report is received and noted, and the Board instruct Management to undertake a full survey every two (2) years with a smaller pulse-check to be completed on the alternate year.

Seconded Mr Inat **Carried**

Mr Stillwell left the meeting at 4.32pm and did not return.

Mr Keenihan and Mr Woolford entered the meeting at 4.39pm.

5.2. Landfill Alternative Project

The Board were provided with a presentation (via video link) on the progression of the Landfill Alternative Project by the Chief Executive Officer and Special Purpose Vehicle Group Members Mr Sean Keenihan (Norman Waterhouse) and Mr David Woolford (Ricardo UK).

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

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

- (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and
- (ii) would, on balance, be contrary to public interest;

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

Seconded Cr Halls **Carried**



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

Seconded Cr Woodman **Carried**

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

Seconded Mr Inat **Carried**

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

Seconded Mr Inat **Carried**

Mr Keenihan and Mr Woolford left the meeting at 5.09pm and did not return.

The Agenda of the Meeting was amended to bring Agenda Items 9.11, 10.1, 10.2, 9.1, 9.2, 9.3 and 9.4 forward to accommodate Chief Executive Officer and Mr Jovicevic with the approval of the Board.

AGENDA ITEMS OUT OF ORDER

9.11. South Australia's Draft Waste Strategy and Draft Food Waste Strategy Consultation Papers – NAWMA Submission

Moved Cr Halls that the Report is received and noted.

Seconded Cr Reynolds **Carried**

10.1. Advocacy

Moved Cr Woodman that the Report is received and noted.

Seconded Cr Reynolds **Carried**

10.2. Edinburgh North Insurance

Chief Executive Officer provided a verbal report

Chief Executive Officer left the meeting at 5.16pm and did not return.

Chief Operations Officer left the meeting at 5.17pm and returned to the meeting at 5.19pm.

9.1. FY19/20 Draft Balance Date Audit Report

Moved Cr Halls that the Report is received and noted, and the Draft Balance Date Audit Report is endorsed by the Board.

Seconded Mr Inat **Carried**

9.2. FY19/20 Draft Audited Financial Statements

Moved Mr Mansueto that:

1. the Draft Audited Financial Statements for the year ended 30 June 2020 are received and adopted by the Board,
2. the Board give approval for the Independent Chairman and Chief Executive Officer to sign the Audited Financial Statements for the year ended 30 June 2020, and the Management Representation Letter to HLB Mann Judd, and;
3. the Board give approval for the Audited Financial Statements for the year ended 30 June 2020 to be distributed to Constituent Councils and included in the 2019/2020 Annual Report.

Seconded Mr Green **Carried**

9.3. FY20 Schedule of Constituent Council Interest in Net Assets

Moved Cr Woodman that the Board accept the agreed proportion of the Constituent Council's Interests in Net Assets for the year ended 30 June 2020 as follows:

- City of Salisbury 55.67%
- City of Playford 34.19%
- Town of Gawler 10.15%

Seconded Cr Reynolds **Carried**



9.4. FY20 Regulation 10 Financial Report

Moved Cr Reynolds that the Regulation 10 Financial Report for year ended 30 June 2020 is endorsed by the Board

Seconded Cr Halls **Carried**

Mr Jovicevic left the meeting at 5.25pm and did not return.

6. MATTERS ARISING FROM THE MINUTES

Chief Operations Officer left the meeting at 5.27pm and returned to the meeting at 5.28pm.

6.1. Capital Works Program Summary (standing item)

Moved Cr Woodman that the Report is received and noted.

Seconded Mr Mansueto **Carried**

6.2. Action List (standing item)

Moved Mr Green that the Report is received and noted.

Seconded Mr Inat **Carried**

6.3. LGRS Action Plan (standing item)

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

Seconded Mr Manuseto **Carried**

6.4. Research Road (Pooraka) Transfer Station Lease

Moved Mr Green that the Report is received and noted.

Seconded Cr Koch **Carried**

6.5. Policy Updates

Moved Cr Woodman that:

1. the Report is received and noted,
2. the Board adopt the Unsolicited Proposals Policy, the amended Procurement Policy, and the Treasury Management Policy, and;
3. NAWMA's Administration finalise the Draft Risk Management Policy and distribute to the Board by circular resolution for adoption.

Seconded Mr Green **Carried**

7. QUESTIONS WITHOUT NOTICE

Nil

8. CONFIDENTIAL ITEMS**8.1. Edinburgh North Underleases**

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

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

- (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and
- (ii) would, on balance, be contrary to public interest;



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

Seconded Cr Woodman **Carried**

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

Seconded Cr Koch **Carried**

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

Seconded Cr Halls **Carried**

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

Seconded Cr Fraser **Carried**

8.2. Operational Report

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

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

- (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and
- (ii) would, on balance, be contrary to public interest;

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

Seconded Cr Reynolds **Carried**

2. Moved Cr Reynolds that the Report is received and noted, and the Balefill Management Consultative Committee meeting minutes of 1 June 2020 (version 2) and 10 August 2020 are noted.

Seconded Mr Inat **Carried**

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

Seconded Cr Woodman **Carried**

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

Seconded Cr Woodman **Carried**

Chief Operations Officer, Chief Financial Officer and Executive Assistant left the meeting at 6.00pm.

8.3. CEO Performance and Development Committee

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

(a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead);

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

Seconded Mr Green **Carried**



Confidential Resolution removed.

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

4. Moved Mr Mansueto that the meeting moves out of confidence
Seconded Mr Green **Carried**

Chief Operations Officer, Chief Financial Officer and Executive Assistant returned to the meeting at 6.16pm

9. NAWMA MANAGEMENT AND ADMINISTRATION REPORT

Reports for Decision

9.5. FY19/20 Annual Report (Draft)

Moved Cr Halls that the Report is received and noted, and the Board endorse the Draft 2019/2020 Annual Report for publication and distribution.

Seconded Cr Woodman **Carried**

9.6. Board Self-Assessment Briefing

The Board authorised this Item to be deferred to the scheduled November 2020 Board Meeting.

Reports for Information

9.7. FY20/21 Budget Update

Moved Mr Mansueto that the Report is received and noted.

Seconded Cr Koch **Carried**

9.8. Audit Committee Independent Member Update

Moved Mr Green that the Report is received and noted.

Seconded Cr Reynolds **Carried**

9.9. 2020/2021 Annual Business Plan progress report (standing item)

Moved Mr Mansueto

Seconded Cr Halls **Carried**

9.10. WHS Steering Committee Minutes (standing item)

Moved Mr Inat that the Report is received and noted.

Seconded Cr Fraser **Carried**

10. OTHER BUSINESS

10.3. NAWMA all-sites tour

The Executive Assistant provided a verbal update.

11. NEXT MEETING OF THE BOARD

The next meeting of the Board is to be held on Thursday, 26 November 2020 at 4.00pm in the NAWMA Education Centre (71-75 Woomera Avenue, Edinburgh Parks) and is a Joint Meeting with the NAWMA Audit Committee.

12. CLOSURE OF THE MEETING

The meeting closed at 6.23pm.



From: [Amy Hosking](#)
To: [Brian Cunningham](#); [Charles Mansueto](#); [Graham Reynolds](#); [Henry Inat](#); [Julie Woodman](#); [Paul Koch](#); [Paul Little](#); [Sam Green](#); [NAWMA Board \(Deputy Directors\)](#); [Shirley Halls](#)
Cc: [Adam](#); [Rachel Zhou](#); [Danial](#)
Subject: RE: Circular Resolution - NAWMA Risk Management Policy
Date: Friday, 20 November 2020 11:11:00 AM

Good Morning All,

Thank you for your responses to the Circular Resolution of Thursday 12 November 2020.

The resolution has been passed with a majority of six (6) and will be included as a part of the 26 November 2020 Board pack (to be distributed today) for noting.

With thanks,

Amy Hosking | Executive Assistant
NAWMA
71-75 Woomera Ave, Edinburgh SA 5111

E: a.hosking@nawma.sa.gov.au

*Please note above change of email address

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Box 10 MDC, Edinburgh North SA 5113

www.nawma.sa.gov.au



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From: Shirley Halls <CrSHalls@playford.sa.gov.au>
Sent: Tuesday, 17 November 2020 7:15 PM
To: Amy Hosking <a.hosking@nawma.sa.gov.au>
Cc: Brian Cunningham <brian@briancunningham.com.au>; Charles Mansueto <CMansueto@salisbury.sa.gov.au>; Graham Reynolds <greynolds@salisbury.sa.gov.au>; Henry Inat <henry.inat@gawler.sa.gov.au>; Julie Woodman <jwoodman@salisbury.sa.gov.au>; Paul Koch <cr.koch@gawler.sa.gov.au>; Paul Little <cr.little@gawler.sa.gov.au>; Sam Green <sgreen@playford.sa.gov.au>; Adam Faulkner <a.faulkner@nawma.sa.gov.au>; Rachel Zhou <R.Zhou@nawma.sa.gov.au>; Danial Dunn <D.Dunn@nawma.sa.gov.au>; NAWMA Board (Deputy Directors) <nawmaboard-deputy-directors@nawma.sa.gov.au>
Subject: Re: Circular Resolution - NAWMA Risk Management Policy

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Hi Amy

I agree to the draft risk management Policy.

Stay safe one and all

Cr. Shirley Halls
City of Playford Council | Councillor Ward 5
M 0419866872

On 12 Nov 2020, at 3:07 pm, Amy Hosking <a.hosking@nawma.sa.gov.au> wrote:

⚠ EXTERNAL EMAIL: Do not click any links or open any attachments unless you trust the sender and know the content is safe. ⚠

Good Afternoon NAWMA Chair and Board Directors,

After review and endorsement by the NAWMA Audit Committee, and In accordance with the minutes (excerpt below) of the Thursday 17 September 2020 Board Meeting, we attach one (1) Policy that requires adoption by Circular Resolution of the NAWMA Board.

1. Draft Risk Management Policy

Can we please ask that you consider the attached Policy, in its finalised form, and respond by circular email to all Board Directors by no later than **4.00pm Tuesday 17 November 2020** your endorsement (or otherwise) of the recommendation as follows:

That the Board adopt the Draft Risk Management Policy

As always, Adam or Rachel are available to discuss any element of the Policy or recommendation by phone or email at your convenience. We look forward to receiving your support (or otherwise) by 4.00pm Tuesday 17 November 2020 by circular email.

We would also like to take this opportunity to advise the Board that Ms Grace Pelle has resigned from the NAWMA Board, effective immediately. Our Chair and CEO have taken the time to thank Grace for her efforts in her role as Board Director and wish her the best of luck for her future endeavours. City of Playford are currently undertaking a process to appoint a third Director to the NAWMA Board and we will keep you updated when further information comes to hand.

With thanks,

Amy Hosking | Executive Assistant
NAWMA
71-75 Woomera Ave, Edinburgh SA 5111

E: a.hosking@nawma.sa.gov.au

*Please note above change of email address

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Minutes of the Audit Committee of Northern Adelaide Waste Management Authority

Date: 14/09/2020

Time: 8.11am

Venue: HLB Mann Judd: Level 1, 169 Fullarton Road, Dulwich

Welcome

1. PRESENT

Mr Mark Labaz	Independent Chairperson
Mr Charles Mansueto	Committee Member (via telephone)
Cr Graham Reynolds	Committee Member
Ms Claudia Goldsmith	Committee Member
Mr Craig Johnson	Committee Member
Mr Brian Cunningham	Ex-Officio Member

2. IN ATTENDANCE

Mrs Rachel Zhou	Chief Financial Officer
Mrs Amy Hosking	Executive Assistant
Mr John Jovicevic	Dean Newbery & Partners (External Accountant)
Mr Jon Colquhoun	HLB Mann Judd (External Auditor)
Mr Annesly Rayan	HLB Mann Judd (External Auditor)

APOLOGIES

Mr Adam Faulkner	Chief Executive Officer
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3. DISCLOSURE OF CONFLICTS

Declaration of the following;

Conflicts of Interest

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

Mr Mansueto declared a perceived conflict in Agenda Item 5.1 as a current nominee for the LGFA Board. This declaration was noted by the Audit Committee.

Confidentiality Statement

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



4. CONFIRMATION OF MINUTES

Moved Cr Reynolds that the Joint Minutes of the Northern Adelaide Waste Management Authority Audit Committee held on Thursday, 18 June 2020 be received, confirmed and adopted.
Seconded Mr Mansueto **Carried**

Agenda Item 7.1 moved to the start of the Meeting with Committee approval.

7.1 FY19/20 Draft Balance Date Audit Report

Moved Ms Goldsmith that the Report is received and noted, and the Report is endorsed by the Audit Committee for presentation to the NAWMA Board at the scheduled September 2020 Board Meeting.
Seconded Mr Johnson **Carried**

Mr Colquhoun and Mr Rayan left the meeting at 8.27am and did not return.

5. BUSINESS ARISING/NEW BUSINESS

5.1 Local Government Finance Authority (LGFA) Finance Support Package

Moved Cr Reynolds that the Report is received and noted, and the Committee note the support of the Constituent Councils in this matter.
Seconded Mr Johnson **Carried**

6. WORK PROGRAM

6.1. Work Program

Moved Ms Goldsmith that the Report is received and noted.
Seconded Mr Johnson **Carried**

6.2. Capital Works Program Summary

Moved Mr Johnson that the Report is received and noted.
Seconded Cr Reynolds **Carried**

6.3. Financial System Update

Moved Ms Goldsmith that the Report is received and noted.
Seconded Mr Johnson **Carried**

7. GENERAL BUSINESS

7.2 FY19/20 Draft Audited Financial Statements

Moved Mr Johnson that subject to the clarification of the Certification of Financial Statements wording via Circular Resolution, the Report is received and noted and the Draft Audited Financial Statements for the year ended 30 June 2020 are endorsed by the Audit Committee for presentation to the NAWMA Board.
Seconded Cr Reynolds **Carried**

7.3 FY19/20 Schedule of Constituent Council Interest in Net Assets

Moved Ms Goldsmith that the Audit Committee accept the agreed proportion of the Constituent Council's Interest in Net Assets for the year ended 30 June 2020 as follows:

Town of Gawler	10.15%
City of Playford	34.19%



City of Salisbury 55.67%
 Seconded Mr Johnson **Carried**

7.4 FY19/20 Regulation Ten (10) Report

Moved Ms Goldsmith that the FY19/20 Regulation 10 Financial Report is received and noted, and endorsed to the NAWMA Board.

Seconded Mr Johnson **Carried**

7.5 FY20/21 Budget Update

Moved Mr Johnson that the Budget Update is received and noted.

Seconded Cr Reynolds **Carried**

7.6 2019/2020 Draft Annual Report

Moved Ms Goldsmith that the Report is received and noted, and the Draft 2019/2020 Annual Report is endorsed to the NAWMA Board for adoption.

Seconded Mr Johnson **Carried**

7.7 Policy Update

Moved Mr Johnson that the Report is received and noted, and the Audit Committee endorse the Draft Treasury Management Policy and Draft Risk Management Policy (as amended) to the NAWMA Board for adoption.

Seconded Ms Goldsmith **Carried**

8. OTHER BUSINESS

8.1 NAWMA Site Tour (verbal only)

NAWMA Executive Assistant provided a verbal update regarding a potential site tour of NAWMA facilities which would be of particular benefit to new Audit Committee members. This Tour could be undertaken prior to the joint meeting of the Audit Committee and the NAWMA Board on 26 November 2020 commencing at approximately 1pm.

Audit Committee members expressed an interest in such a Tour although the time proposed on 26 November was unsuitable for some members. Members requested that NAWMA Management investigate other dates and times in October and November and circulate these options for consideration by Audit Committee members via email.

9. NEXT MEETING OF THE AUDIT COMMITTEE

The next meeting of the Audit Committee is a Joint Meeting with the NAWMA Board to be held on Thursday 26 November 2020 at 4pm in the NAWMA Education Centre (71-75 Woomera Avenue, Edinburgh Parks).

10. CLOSURE OF THE MEETING

The meeting closed at 9.36am



Amy Hosking

From: Amy Hosking
Sent: Wednesday, 16 September 2020 10:44 AM
To: Charles Mansueto; Graham Reynolds; Mark Labaz; Craig Johnson; Claudia Goldsmith
Cc: Brian Cunningham; Rachel Zhou; Adam Faulkner
Subject: RE: NAWMA Audit Committee - Minutes + Requested Documents

Thank you all, we appreciate the prompt response.

The recommendation has been carried with an absolute majority. We will include this Circular Resolution with the Agenda of the November Meeting for confirmation and adoption, and present the FY19/20 Draft Audited Financial Statements for the Board on Thursday afternoon.

Amy Hosking | Executive Assistant
NAWMA
71-75 Woomera Ave, Edinburgh SA 5111

E: a.hosking@nawma.sa.gov.au
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-----Original Message-----

From: Charles Mansueto <CMansueto@salisbury.sa.gov.au>
Sent: Wednesday, 16 September 2020 9:23 AM
To: Graham Reynolds <greynolds@salisbury.sa.gov.au>; Mark Labaz <mark.labaz2@sa.gov.au>; Amy Hosking <a.hosking@nawma.sa.gov.au>; Craig Johnson <allowercase@yahoo.com>; Claudia Goldsmith <clgoldsmith@outlook.com.au>
Cc: Brian Cunningham <brian@briancunningham.com.au>; Rachel Zhou <R.Zhou@nawma.sa.gov.au>; Adam Faulkner <a.faulkner@nawma.sa.gov.au>; Mechelle Potter <MPotter@salisbury.sa.gov.au>
Subject: RE: NAWMA Audit Committee - Minutes + Requested Documents

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Hi All

I'm in support of the recommendation as noted below.

Regards

Charles Mansueto
General Manager Business Excellence
O: 08 8406 8340 | M: 0421 059 952
E: cmansueto@salisbury.sa.gov.au

34 Church St, Salisbury, South Australia, 5108
P: 08 8406 8222
F: 08 8281 5466
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W:

https://aus01.safelinks.protection.outlook.com/?url=https%3A%2F%2Flinkprotect.cudasvc.com%2Furl%3Fa%3Dhttps%253a%252f%252fwww.salisbury.sa.gov.au%26c%3DE%2C1%2C32Anygg2DPkCzQqKF6XFI_pziRoL5jmki8hJs2GFAP%37ltbydZisFZk2nxdYeCpfgornps4al9xoEJdRZ--6u288eVYTvCy-NjxlXBQbGp6UhAcOp8%2C%26typo%3D1&data=02%7C01%7Ca.hosking%40nawma.sa.gov.au%7C3fb17d02c92b40a156df08d859d290c4%7C9b8951ca71144f738da432231288e391%7C0%7C0%7C637358108218252003&sd ata=3t23s0pYzSsA%2FMdTvIHXSQwgofaa6TUOvICM%2BzwbOvM%3D&reserved=0

Charles Mansueto
General Manager Business Excellence
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F: 08 8281 5466
M: 0421 059 952
TTY: 08 8406 8569
E: <mailto:cmansueto@salisbury.sa.gov.au>
W: <http://>

-----Original Message-----

From: Graham Reynolds
Sent: Wednesday, 16 September 2020 8:54 AM
To: Labaz, Mark (Renewal SA); Amy Hosking; Charles Mansueto; Craig Johnson; Claudia Goldsmith
Cc: Brian Cunningham; Rachel Zhou; Adam Faulkner
Subject: RE: NAWMA Audit Committee - Minutes + Requested Documents

Supported.

Cr Graham Reynolds
Elected Member
Mayor & Elected Members
M:0413 966 500 | T:08 8406 8222
<mailto:GReynolds@salisbury.sa.gov.au>

From: Labaz, Mark (Renewal SA) [Mark.Labaz2@sa.gov.au]
Sent: 15 September 2020 16:51
To: Amy Hosking; Graham Reynolds; Charles Mansueto; Craig Johnson; Claudia Goldsmith
Cc: Brian Cunningham; Rachel Zhou; Adam Faulkner
Subject: RE: NAWMA Audit Committee - Minutes + Requested Documents

Good afternoon all.

Thank you for the additional information and clarifications.

Based on this I support the recommendation: That upon receiving clarification of the wording required for the Certification of Financial Statements, the Audit Committee endorse the Draft Audited Financial Statements for the year ended 30 June 2020 to the NAWMA Board for adoption.

Kind Regards

Mark Labaz

M 0401 123 697

From: Amy Hosking <a.hosking@nawma.sa.gov.au>
Sent: Tuesday, 15 September 2020 1:14 PM
To: Labaz, Mark (Renewal SA) <Mark.Labaz2@sa.gov.au>; Graham Reynolds <greynolds@salisbury.sa.gov.au>; Charles Mansueto <CMansueto@salisbury.sa.gov.au>; Craig Johnson <allowercase@yahoo.com>; Claudia Goldsmith <clgoldsmith@outlook.com.au>
Cc: Brian Cunningham <brian@briancunningham.com.au>; Rachel Zhou <R.Zhou@nawma.sa.gov.au>; Adam Faulkner <a.faulkner@nawma.sa.gov.au>
Subject: NAWMA Audit Committee - Minutes + Requested Documents

Good Afternoon Chair and Audit Committee Members,

Thank you for your time at yesterday's meeting – please find minutes attached for your reference.

Also attached, as requested, are the following documents for information:

- * Long Term Financial Plan (last reviewed in May 2020, scheduled for next review in November 2020) accompanied by the Paper presented to the Board and Audit Committee with commentary
- * Confidential Fibre Briefing Note (distributed to Board in January 2020)
- * Multicriteria Analysis to accompany Capital Works Program Summary (developed in November 2019)

Following the meeting there is also one (1) Agenda Item that requires further decision by Circular Resolution: FY19/20 Draft Audited Financial Statements John Jovicevic (Dean Newbery & Partners) has kindly provided the following screen clippings from a) the LG Financial Management Regulations and b) Instructions to Model Financial Statements (provided by the LGA):

1. LG Financial Management Regulations [cid:image001.png@01D68B80.61A84220]

1. Instructions to Model Financial Statements (provided by LGA)
[cid:image005.png@01D68B80.61A84220][cid:image006.png@01D68B80.61A84220]

NAWMA Management are comfortable with the wording outlined in the Certification of Financial Statements and ask that you please consider the above, and respond by circular email to all Audit Committee Members by no later than 4.00pm Wednesday 16 September 2020 your endorsement (or otherwise) of the recommendation as follows: That upon receiving clarification of the wording required for the Certification of Financial Statements, the Audit Committee endorse the Draft Audited Financial Statements for the year ended 30 June 2020 to the NAWMA Board for adoption.

Rachel is available to discuss any element of the above by phone or email at your convenience, should you required.

With thanks,

Amy Hosking | Executive Assistant
NAWMA

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[MPj04372940000[1]]Save a tree.....please think before you print

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Agenda Item 5.1

Report Subject:	Capital Works Program Summary	Report Author:	Chief Executive Officer
Meeting Date:	26 November 2020	Report Type:	Information report (finance, governance)
Attachments:	Nil		

RECOMMENDATION

That the Report is received and noted.

Purpose of the Report

To provide the Board with a summary of the forecast Capital and Operational Improvement Projects using a Multicriteria Analysis scorecard.

Background

Following a significant period of growth and change, NAWMA is now entering a consolidation phase.

Report

The scoring and priority of the projects have remained unchanged, however the three (3) Material Recovery Facility Projects, the Education Centre (Woomera) and installation of Fleetmax have now been completed and commissioned, and therefore removed from the Summary as reproduced below.

As per the previous Board Report, the Uleybury Eastern Expansion opportunity will not progress.

The Research Road (Pooraka) Resource Recovery Centre Upgrade has progressed to a final design with construction works going out to tender in the first quarter of 2021. The Landfill Alternative Project is the current priority project of NAWMA's Chief Executive Officer and has progressed at a pace consistent with the scale, complexity and importance of this Project. An update on the Landfill Alternative Project will be provided in separate Agenda Item.

Further discussions have been held with Constituent Councils on the implementation of Food Organics Garden Organics (FOGO) bins to the remaining households that do not currently have one. It is understood that a Report is being tabled shortly to City of Salisbury by their staff on this matter, and measures are underway within City of Playford at Officer level. NAWMA is involved in each discussion and is ready to coordinate any implementation. NAWMA's preference is for a consistent implementation across the region (three councils adopt the same position).

The Research Road (Pooraka) Repair/Revolve Community Centre remains as the only project that has not advanced.

NAWMA's Management are pleased with the progress of the projects. The Senior Management Team held a whole day review of the Strategic Plan and Priority Projects in September 2020, and it was clear that resident engagement on bin behaviour is a key objective that requires focus and resources. This will become clear when NAWMA's Independent Chairperson tables a Draft Resourcing Strategy.

The new/updated priority projects will focus heavily on operational and efficiency elements aimed at increasing landfill diversion and reducing contamination in the yellow top recycling bin. Capital will be isolated only to the Research Road Resource Recovery Centre Upgrade, with no new capital projects being forecast in the forward years. This strategic pivot to reducing operational expenditure, protecting landfill airspace, boosting revenue through better recycling quality, and freezing capital will go a long way to returning NAWMA to a balanced budget (while reducing costs for Constituent Councils), and paying down the modest debt profile.

A summary of the Project Description, MCA Score, Ranking, and Status is provided in Table 1 overleaf.

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

Project Description	MCA Overall Scores	MCA Weighted Score Ranking	Status
1. Kerbside Food Organics Garden Collection (FOGO) Rollout	52	7	Pilot Study completed and Constituent Council Workshop held 11 June 2020.
2. MRF Robotics	65	2	Completed
3. MRF Glass Recovery	70	1	Completed
4. Pooraka Upgrade	43	9	Final Design completed, construction commencing
5. Uleybury Eastern Expansion	22	10	Not progressing
6. Education Centre (Woomera)	55	4	Completed
7. Landfill Alternative Diligence	54	5	Special Purpose Group formed
8. Fleetmax	49	8	Completed
9. Repair/Revolve Community Centre (Pooraka)	53	6	Future improvement opportunity
10. MRF Expansion	61	3	Completed



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Agenda Item 5.2

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

Meeting Date: 26 November 2020 **Report Type:** Information report (governance)

Attachments: 5.2.1 – Board Action List

RECOMMENDATION

That the Report is received and noted.

Purpose of the Report

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

Background

This is standing Agenda Item.

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

Report

The updated Action List Summary to include September 2020 actions is seen at Table 01 below. The detailed Action List is appended for the information of the Board at Attachment 5.2.1.

Table 01: Updated Action List Summary

NAWMA Board Actions				
Risk Category	To be started	In Progress	Completed	Total Items
High	-	-	5	5
Moderate	-	5	12	17
Low	-	-	10	10
N/A	-	2	13	15
TOTAL	-	7	40	47

NAWMA Board Meeting Action List Current at November 2020									
	Meeting Date	Agenda Item No.	Agenda Item Title	Risk Rating	Task	Responsible Officer	Target Date	Status	Comments
6	21-Nov-19	7.2	EPA Correspondence	Moderate	NAWMA's review of the draft public report prior to release	CEO	Feb-21	In Progress	NAWMAs CEO and COO have been involved in multiple workshops and discussions over the changes to the Container Deposit Scheme (CDS). NAWMA has assurance from the EPA that any information provided will be treated with confidence. An EPA CDS consultation paper is due out Feb 2021
13	21-Nov-19	8.3	FOGO Modelling	N/A	Discussions to be commenced with Constituent Councils on the removal of the price point for the opt-in FOGO service	CEO/COO	FY21	In Progress	Multiple workshops and discussions held with Officers at Constituent Councils. Position is progressing. NAWMA ready to coordinate any implementation, with a strong preference for consistency across the region.
27	14-May-20	8.6	Vacant Land Disposal	Moderate	Consider strategic opportunities for land and increase justification for sale before returning report to future Board Meeting	CEO/FM	FY21	In Progress	Report to be presented at scheduled November 2020 Board Meeting delayed. Item to be revisited after February 2021 when financial position for EOFY will be forecasted with more certainty.
32	25-Jun-20	5.5	Research Road (Pooraka) Transfer Station Lease	Moderate	CEO to write to City of Salisbury highlighting independent fire safety report and seeking an acknowledgment of the inherited risk and a contribution to remedy the site non-compliance	CEO	Jul-20	In Progress	Lease negotiations have been completed in good faith, and Report tabled at November 2020 Board Meeting for execution
38	17-Sep-20	6.2	Action List	N/A	Realistic and specific target dates to be added to all Action List items	EA	Nov 2020 Board Meeting	Complete	Complete
39	17-Sep-20	6.2	Action List	N/A	CEO to provide update on EPA Correspondence item of 21 November 2019	CEO	Nov 2020 Board Meeting	In Progress	Verbal update to be provided by CEO at November 2020 Board Meeting, in addition to more detailed commentary provided in first row above
40	17-Sep-20	6.4	Research Road (Pooraka) Transfer Station Lease	Moderate	Final designs and executed lease agreement to be returned to November 2020 meeting	CEO/COO	Nov 2020 Board Meeting	In Progress	Amended lease finalised for execution. Tender package is being finalised ready for RFT on Tenders SA in first quarter 2021. Fire safety compliance remains an outstanding issue that needs to be closed out prior to capital upgrade.
41	17-Sep-20	6.5	Policy Updates	Low	Draft Risk Management Policy to be distributed via circular resolution for adoption	CFO/EA	Oct-20	Complete	Complete
42	17-Sep-20	8.1	Edinburgh North Underleases	Low	CEO and Chair to execute leases under Common Seal	EA	Oct-20	Complete	Complete
43	17-Sep-20	8.3	CEO Performance and Development Committee	Moderate	CEO to work with the Chair to develop a workplace resourcing strategy for discussion with the Board	CEO/Chair	Nov 2020 Board Meeting	In Progress	Draft Resourcing Strategy to be presented to Board at November 2020 Board Meeting
44	17-Sep-20	9.2	FY19/20 Draft Audited Financial Statements	N/A	CEO and Chair to sign Audited Financial Statements and Management Representation Letter	CEO/Chair	Sep-20	Complete	Complete
45	17-Sep-20	9.2	FY19/20 Draft Audited Financial Statements	N/A	Audited Financial Statements to be distributed to Constituent Councils	CFO	Sep-20	Complete	Complete
46	17-Sep-20	9.5	FY19/20 Annual Report (Draft)	N/A	Draft 2019/2020 Annual Report be distributed to Constituent Councils and key stakeholders	EA	Sep-20	Complete	Complete
47	17-Sep-20	9.6	Board Self-Assessment Briefing	N/A	Item deferred at September 2020 Board Meeting for November 2020 Board Meeting	EA	Nov 2020 Board Meeting	Complete	Item scheduled for November 2020 Board Meeting Agenda

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Agenda Item 5.3

Report Subject:	Research Road (Pooraka) Transfer Station Lease	Report Author:	Chief Executive Officer
Meeting Date:	26 November 2020	Report Type:	Information report (operational, governance)
Attachments:	5.3.1 – Final Copy (for execution) Research Road (Pooraka) Transfer Station Lease		

RECOMMENDATION

That:

1. **The Report is received and noted, and;**
2. **That the Chairman and Chief Executive Officer are authorised to execute the Research Road (Pooraka) Transfer Station Lease under the Common Seal.**

Purpose of the Report

To provide the Board with an update on the negotiations relating to the Lease with City of Salisbury and NAWMA for the Research Road (Pooraka) Resource Recovery Centre.

Background

NAWMA has a ten (10) year operational lease over the Research Road (Pooraka) Resource Recovery Centre. Following the first year of operation, NAWMA identified some areas for improvement in the way the Lease was structured.

Following a series of correspondence between City of Salisbury and NAWMA, it was agreed that in good faith negotiations would commence on the Lease

Report

An amended Lease was drafted citing three (3) material points of difference, being;

1. A fixed monthly rental based on an independent market evaluation, to replace the current rental mechanism that is complex to administer
2. Removing the bespoke commercial elements from the Lease, so that it more closely aligns with a typical lease
3. Ironing out the mechanism for dealing with, and approving the gate fees (including through the Budget Review Process)

A Draft Lease (as amended) was provided to City of Salisbury in April 2020 and following a Council Resolution essentially endorsing points 1-3 above, NAWMA and City of Salisbury have issued joint drafting instructions to Thomson Geer as at 02 September 2020. All matters have been jointly resolved and the Lease (as amended) is now ready for execution. The additional item of the EPA Licence transference to NAWMA (quite rightly as the operator) has also been closed out.

Concurrently, NAWMA has been finalising the site upgrade design and are preparing a Tender Package to put to market in late 2020/early 2021 to engage a civil contractor(s) to undertake the site upgrade. Weighting will be apportioned to local contractors, and use of recycled content, where available.

City of Salisbury has been drafting a Capital Upgrade Agreement, which dictates the responsibilities of each party (mostly NAWMA) for the site upgrade. The issue of the site fire safety shortcomings has been raised with City of Salisbury, who have again supported in good faith discussions to remedy as part of the overall site upgrade.

NAWMA's Administration are seeking authorisation to execute the Final Lease and Capital Upgrade Agreement, with City of Salisbury seeking the same at their upcoming December Council Meeting.



Confidential Attachment 5.3.1 removed

Confidential Items removed



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Agenda Item 8.1

Report Subject:	FY20/21 Budget Review One (1)	Report Author:	Chief Financial Officer
Meeting Date:	26 November 2020	Report Type:	Decision report (operational, governance, financial)
Attachments:	8.1.1 – FY20/21 Budget Review One (BR1) Uniform Presentation of Finances		

RECOMMENDATION

That the Audit Committee endorse, and the Board adopt Budget Review One (BR1) financial reports for the 2020/2021 financial year and Management be instructed to distribute Budget Review One (BR1) to Constituent Councils.

Purpose of the Report

To provide the Audit Committee and Board an opportunity to review, endorse and adopt Budget Review One (BR1) for the 2020/2021 financial year.

Background

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

This Report contains the first Budget Review (BR1) for the 2020/2021 Financial Year.

Subsequent Reports scheduled for February 2020, and April 2020 will contain Budget Review Two (BR2) and Budget Review (BR3) respectively.

Report

Following the feedback from the NAWMA Board on the last FY2020/21 budget update presented at the meeting of 17 September 2020, Administration are providing a high-level variance analysis summary in this agenda in Appendix 1 for the Board and Audit Committee to review.



As Appendix 1 has indicated, the operating deficit for the 2020/21 financial year is projected to be reduced to approximately -\$985k to approximately -\$1.5M deficit in the original budget. The key drivers for improving NAWMA's operating result this year are:

- The price relief on recycled cardboard and recycled soft mixed paper in global and national fibre trading market (NAWMA is uncertain how long this price point will hold for),
- The cost savings from recovering recycled glass fines (high-quality glass fines due to the recent MRF's major upgrade in mid-2020) and using it as sand replacement in civil and construction works with the support of Constituent Councils/civil sector, and
- More effective waste diversion and austerity measures across operations, corporate service and asset management.

As NAWMA's Owners (key stakeholders) and Capex project beneficiary, NAWMA will pass through the recycled glass fines cost savings to three (3) Constituent Councils effective from 1 January 2021. This adjustment will potentially benefit Constituent Councils by approximately \$240,000 a year in waste management costs. It is worth noting that this rate reduction has been included in this Budget Review. Upon the endorsement of the Audit Committee, Board and Constituent Councils, the new rate has been reflected in BR1 and Constituent Councils will see their monthly invoices reduced from January 2021 onwards. NAWMA will ensure that this cost relief is properly communicated to the Constituent Councils as it is reflective of the Board's vision and commitment to continually upgrading and future proofing the MRF. This payback is material and should be applauded.

In addition to this, and also commencing from 1 January 2021, the costs associated with kitchen caddy will be removed from invoices as NAWMA have recently received a modest grant funding from GISA to support the implement of food waste systems.

As per the standing resolution of the Board and inclusion in the Annual Business Plan, NAWMA's Management reviewed the \$15/tonne processing fee for yellow lid recyclables, and have decided to retain this fee into Budget Review Two (BR2). The rationale is two-fold; (1) The wildly fluctuating recycled cardboard and paper pricing is too unstable to forecast at this early stage in the financial year, and (2) passing through the glass fines recovery savings will provide some much welcomed cost relief for the Constituent Councils.

Operating Result Ratio and Cash Position

According to Financial Statements enclosed in BR1, the operating result ratio in this revised budget has improved from -3.6% in original budget to -2.3% in Budget Review One (BR1).

Furthermore, the net cash equivalents projected at the end of the 2020/21 financial year are expected to be approximately \$2.7M, which has shown the improved cash position compared



to the original budget. However, given NAWMA's operating performance is directly linked with volatile global fibre market, NAWMA's Administration will closely monitor and track net cash flows from operating and financial activities in order to provide timely update to the Board at subsequent Budget Reviews for strategical decision making.



Appendix 1 - NAWMA Budget Review One (BR1) - Variance Analysis				
	FY20/21 (BR1)	FY20/21 Original Budget	VAR - Total	Comments
Member Kerbside Collection, Total	(14,529,337)	(14,504,911)	24,426	minor increase due to the slightly difference in CPI increase projected in original budget vs actuals and minor variance in kerbside waste volume
Hard Waste, Total	(757,788)	(627,284)	130,504	Increased uptake of hardwaste services as per YTD October 2020 tracking figure
Commercial Customers, Total	(1,113,972)	(1,081,406)	32,566	Increase in cleanfill volume
Environmental Waste Levy, Total	(9,921,178)	(9,623,516)	297,662	Increase in waste volume results in high solid waste levy revenue (as a part of waste disposal fee)
Transfer Station Sales, Total	(6,905,104)	(6,658,764)	246,340	Higher volumes of FOGO, OCC pricing improvement, offset by TOG lower voucher uptake
Marketable Materials, Total	(6,585,221)	(6,167,415)	417,806	Fluctuations in fibre pricing (improvement) as well as plastics (decline)
Mgb Sales & Registrations, Total	(715,638)	(593,271)	122,367	High uptake of FOGO bins and high bin-related passing through costs
Administration Income, Total	(2,234,002)	(2,320,505)	(86,504)	Decline in spot pricing for solar/gas LGC's and Peats's rental has terminated
Other Income, Total	(70,762)	(100,810)	(30,048)	Minor adjustment to assumptions
Revenue, Total	(42,833,001)	(41,677,882)	1,155,119	
Collection Expenses, Total	8,093,192	8,072,287	(20,905)	Aligns with revenue, slight increase in collections/services
Waste Processing, Total	7,744,672	5,775,348	(1,969,324)	Cost of processing material through alternatives to landfill (offset by below variance in Operating Costs); Waste cost increase in line with waste disposal revenue increase
Organics Processing, Total	1,327,594	1,301,169	(26,425)	Increase volume resulting in increased processing cost
Mgb Expenses, Total	605,206	531,254	(73,952)	High uptake of FOGO bins
Hard Waste, Total	754,970	627,284	(127,686)	Increase in Suez collection costs due to higher participation in HW services
Employee Costs, Total	7,954,750	8,273,385	318,635	Overall improvement through workforce structure and operational efficiency measures taken in place
Operating Costs, Total	13,704,154	15,326,682	1,622,528	Landfill processing and disposal cost reduction due to landfill diversion activities (e.g. recycled glass fines), offset by the reported industry risk insurance premium increase for Endinburth North site by approx. \$160k per annum.
Finance Costs, Total	541,926	552,829	10,903	minor difference due to AASB16 impact adjustment
Dep, Amort, Impair & Provisions, Total	3,092,122	2,735,390	(356,732)	AASB16 leased asset value adjustment
Expenses, Total	43,818,585	43,195,628	(622,957)	
Operating Surplus/Deficit	985,584	1,517,746	532,162	
Revenue received specifically for assets	(736,250)	0	(736,250)	Grant income and the project funding contribution is included in BR1 as the project is now scheduled to be undertaken in FY2020/21 financial year.
Net Surplus/Deficit	249,334	1,517,746	1,268,412	

Northern Adelaide Waste Management Authority

Uniform Presentation of Finances

2019/20 \$000 Actual		2020/21 \$000 Adopted Budget	2020/21 \$000 BR1
38,858	Operating Revenues	41,677	42,833
(40,166)	Operating Expenses	(43,195)	(43,818)
(1,308)	Operating Surplus / (Deficit)	(1,518)	(985)
Net Outlays on Existing Assets			
-	Capital Expenditure on renewal and replacement of Existing Assets	-	(25)
2,841	Depreciation, Amortisation and Impairment	2,735	3,092
-	Proceeds from Sale of Replaced Assets	-	-
2,841		2,735	3,067
less Net Outlays on New and Upgraded Assets			
(3,663)	Capital Expenditure on New and Upgraded Assets	-	(1,500)
2,085	Amounts received specifically for New and Upgraded Assets	-	176
-	Proceeds from Sales of Replaced Assets	-	-
(1,578)		-	(1,324)
(45)	Net Lending / (Borrowing) for Financial Year	1,217	758

Northern Adelaide Waste Management Authority

Statement of Comprehensive Income

2019/20 \$000 Actual		2020/21 \$000 Adopted Budget	2020/21 \$000 BR1
Income			
38,644	User Charges	41,214	42,456
210	Investment Income	193	153
-	Reimbursements	-	-
4	Other	270	224
38,858	Total Income	41,677	42,833
Expenses			
3,042	Employee Costs	3,186	3,165
33,754	Materials, Contracts and Other Expenses	36,744	37,063
2,841	Depreciation, Amortisation and Impairment	2,735	3,092
529	Finance Costs	530	498
-	Other Expenses	-	-
40,166	Total Expenses	43,195	43,818
(1,308)	Operating Surplus / (Deficit)	(1,518)	(985)
(48)	Net Gain / (Loss) on Disposal of Assets	-	-
1,525	Amounts received specifically for new/upgraded assets	-	736
169	Net Surplus / (Deficit)	(1,518)	(249)
Other Comprehensive Income			
-	Other Comprehensive Income	-	-
169	Total Comprehensive Income	(1,518)	(249)

Northern Adelaide Waste Management Authority

Statement of Cash Flows

2019/20 \$000 Actual		2020/21 \$000 Adopted Budget	2020/21 \$000 BR1
Cash Flows from Operating Activities			
37,972	Operating Receipts	41,484	42,680
210	Investment Receipts	193	153
(34,807)	Operating Payments	(40,999)	(40,228)
(504)	Finance Payments	(345)	(498)
2,871	Net cash provided by (used in) operating activities	333	2,107
Cash Flows from Investing Activities			
2,085	Amounts specifically for new or upgraded assets	-	176
15	Sale of Replaced Assets	-	-
-	Expenditure on Renewal/Replacement Assets	-	(25)
(3,663)	Expenditure on New/Upgraded Assets	-	(1,500)
(1,563)	Net cash provided by (used in) investing activities	-	(1,349)
Cash Flows from Financing Activities			
2,236	Proceeds from Borrowings	-	900
(1,137)	Repayment of Borrowings	(1,056)	(1,205)
(1,216)	Repayment of Lease Liabilities	-	(1,567)
(117)	Net cash provided by (used in) financing activities	(1,056)	(1,872)
1,191	Net Increase (Decrease) in cash held	(723)	(1,114)
2,613	Cash & Cash Equivalents at the beginning of the period	1,184	3,804
3,804	Cash & Cash Equivalents at the end of the period	461	2,690

Northern Adelaide Waste Management Authority

Statement of Financial Position

2019/20 \$000 Actual		2020/21 \$000 Adopted Budget	2020/21 \$000 BR1
Current Assets			
3,804	Cash & Cash Equivalents	461	2,690
3,848	Trade & Other Receivables	3,172	3,848
25	Stock on Hand	65	25
7,677	Total Current Assets	3,698	6,563
Non-Current Assets			
-	Financial Assets	-	-
23,828	Infrastructure, Property, Plant and Equipment	19,399	22,261
23,828	Total Non-Current Assets	19,399	22,261
31,505	Total Assets	23,097	28,824
Current Liabilities			
5,856	Trade & Other Payables	3,410	5,296
2,522	Borrowings	1,099	1,399
255	Provisions	191	255
8,633	Total Current Liabilities	4,700	6,950
Non-Current Liabilities			
-	Trade & Other Payables	-	-
3,502	Provisions	2,698	3,502
12,446	Borrowings	10,767	11,697
15,948	Total Non-Current Liabilities	13,465	15,199
24,581	Total Liabilities	18,165	22,149
6,924	Net Assets	4,932	6,675
Equity			
6,264	Accumulated Surplus	4,272	6,015
660	Asset Revaluation Reserve	660	660
6,924	TOTAL EQUITY	4,932	6,675

Northern Adelaide Waste Management Authority

Statement of Changes in Equity

2019/20 \$000 Actual		2020/21 \$000 Adopted Budget	2020/21 \$000 BR1
	Accumulated Surplus		
6,095	Balance at beginning of period	5,790	6,264
169	Net Surplus / (Deficit)	(1,518)	(249)
-	Transfers from reserves	-	-
-	Transfers to reserves	-	-
-	Distribution to Councils	-	-
6,264	Balance at end of period	4,272	6,015
	Asset Revaluation Reserve		
660	Balance at beginning of period	660	660
-	Gain on Revaluation of Property, Plant and Equipment	-	-
-	Transfers from reserve	-	-
660	Balance at end of period	660	660
6,924	Total Equity	4,932	6,675



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Agenda Item 8.2

Report Subject:	LGFA CAD Facility	Report Author:	Chief Financial Officer
Meeting Date:	26 November 2020	Report Type:	Decision report (operational, governance, financial)
Attachments:	Nil		

RECOMMENDATION

That the Independent Chairman and Chief Executive Officer be authorised to execute the Local Government Finance Authority Cash Advanced Loan Agreement under the Common Seal for \$900,000

Purpose of the Report

To provide the Audit Committee and Board with an update on the Local Government Finance Authority (LGFA) Finance Support Package for Regional Subsidiaries, and request the authorisation for additional CAD borrowing of \$900,000 at discounted interest rate of 1.45% (from 2.2%) as a part of the support package to assist in funding NAWMA's contribution to the Research Road (Pooraka) Resource Recovery Centre Capital Upgrade project.

Background

At the meeting of 17 September 2020, the Board were verbally notified by NAWMA Management that NAWMA had successfully advocated, with the assistance of Constituent Councils, to be eligible for the Local Government Finance Authority (LGFA) Finance Support Package. The result was discounted interest rates for the existing CAD facility or any new CAD facility up to the value of \$3.4M (being approximately 10% of total operating income in the 2018/19 financial year) for the three (3) years if it is activated before 31 December 2020.

Report

Information on \$3.4M Discounted CAD Loan Facility

Based on NAWMA's current CAD borrowing profile, the LGFA Lending and Treasury Manager advised NAWMA's Administration that this \$3.4M of the discounted CAD facility could be made by the following two steps:



- the application of converting the existing (but not activated, used for emergency matters only) \$2.5M CAD loan facility to the discounted CAD loan and,
- the application of the new CAD borrowing of \$900,000 and the term of this CAD facility is set for three (3) years (the term of this new CAD facility is in accordance with LGFA's finance support package).

Given the existing \$2.5M CAD loan facility will not expire until 16 April 2028, the LGFA Lending and Treasury Manager also confirmed that once the LGFA offered finance support package ceases in three-year time this \$2.5M CAD facility will be converted back to the normal interest rate for the rest years until the expiring date of 16 April 2028.

Research Road Upgrade Project Information

Concurrently, Research Road (Pooraka) Resource Recovery Centre Capital Upgrade project tender is planned for release in the first quarter of 2021, with construction works scheduled to commence late in the financial year. It would be perfect timing if NAWMA could leverage this \$900,000 discounted CAD loan facility to fund NAWMA's contribution to this project.

The total project cost is estimated to be up to approximately \$1.5M, the funding of which is planned to be raised by:

- \$560,000 funding contribution already made by the asset owner, City of Salisbury, in April 2020
- \$900,000 new CAD loan facility at discounted rate (1.45%)

Rational of the Borrowing Options

Confirmed by Local Government Finance Authority, the applicable fixed interest rates are indicated in Table 1. It is shown that NAWMA will pay more on interest charges if NAWMA choose to fund this project through any of the fixed-term debenture loans below.

Table 1: Indicative Interest Rates from LGFA

Interest Rate	Term
1.55%	5 years
1.75%	7 years
2.05%	10 years

After reviewing NAWMA's current risk profile, overall debt maturity profile and mix (projected in the revised LTFFP, cost of borrowing and interest rate risk exposure, the new CAD loan borrowing of \$900,000 to fund this project is in compliance with NAWMA's endorsed Treasury Management Policy as the projected portfolio of borrowings will maintain not less than 10% of its facilities in each form of



fixed interest rate borrowings and variable interest rate borrowing (as at today, all NAWMA's borrowings are under fixed rates only).

The CEO and Chairman require a Board resolution to execute the CAD borrowing (finance) agreement with the Local Government Finance Authority (LGFA).





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Agenda Item 8.3

Report Subject:	Long Term Financial Plan (update)	Report Author:	Chief Finance Officer
Meeting Date:	26 November 2020	Report Type:	Decision report (financial)
Attachments:	8.3.1 – Long Term Financial Plan (LTFP)		

RECOMMENDATION

That:

1. The Board and Audit Committee endorse the key assumptions projected in the revised Long Term Financial Plan for the period of FY2020/21 to FY2029/30, and;
2. That the Board and Audit Committee acknowledge that ongoing reviews and updates will be undertaken by NAWMA's Administration along with annual budget, annual business plan and other budget reviews.

Purpose of the Report

To provide the Board and Audit Committee the required six-monthly update to the 10-year Long Term Financial Plan (LTFP) for the period of FY2020/21 to FY2029/30 year with revised assumptions.

Background

In accordance with the Local Government (Financial Management) Regulations 2011, NAWMA must reconsider its LTFP annually at a minimum.

The new LTFP Model and key assumptions had been rebuilt and presented to the NAWMA Board at the meeting on 14 May 2020 as the initial LTFP for the 10-year period of FY2020/21 to FY2029/30. NAWMA's Administration is now undertaking a second LTFP review (6 monthly as agreed) to ensure that the document remains a contemporary strategic decision-making instrument and is reflective of current and future market conditions.

Upon the FY2020/21 NAWMA First Budget Review (BR1) being endorsed by the Audit Committee and Constituent Councils, and adopted by the NAWMA Board, this will become the new baseline (Year 1).



Report

In the preparation of this revised Long Term Financial Plan (LTFP), NAWMA's Administration have reviewed and reassessed all the key assumptions which were built in the initial LTFP, along with the consideration of new market, financial and operational conditions in the last six (6) months.

Table 1 below has outlined a list of key assumptions which have been taken account into this revised LTFP and adjustments being made in each assumption from the initial LTFP to this version.

Table 1; Key Assumptions and Changes in This Revised Long Term Financial Plan

KEY ASSUMPTIONS	UPDATE IN THIS REVISED LONG TERM FINANCIAL PLAN
Sale Price of Recycling Commodities (Basket of Goods)	The sale prices of recycled fibre materials in the 10-year period of the revised LTFP are projected to slightly increase due to the improvement of expected future market conditions and demand for recycled cardboard, especially recycled soft mixed paper. This is based on information received from current market trending and forecasting by industry market intelligence RISI, primarily due to a significant increase in pulping assets in Other Asia and USA.
Material Recovery Facility (MRF) Intake	NAWMA's Management Team are constantly reviewing contracts, tonnage yields, productivity and throughput in order to maximise the utilisation of the MRF asset to amortise costs and capital investment and reduce/subsidise costs for Constituent Councils.
MRF Gate Fee Mechanism	Same gate fee pricing strategy factored in as per the initial LTFP, however with the temporary Constituent Council processing fee dropping out in year 2, subject to recycled fibre pricing continuing to hold and operational surplus/balanced budgets are forecast.
Circular Economy (buying back recycled content)	<p>Following the completion of MRF's major capital upgrade in mid-2020 (to recover 8,000 – 10,000 tonnes of recycled glass fines) and the Constituent Councils partnering with leading construction companies trialling recycled glass fines as sand replacement for the civil and road works, the MRF glass fines charging rate to three (3) Constituent Councils is projected to be reduced in this revised LTFP, commencing from 1 January 2021 (subject to the endorsement of NAWMA's Board and Constituent Councils).</p> <p>This circular economy initiative will directly reduce the costs of the waste management service for Constituent Councils approximately \$2.4M over the next 10 years (\$240k per annum).</p> <p>However, should Councils lean in and mandate recycled glass and plastics in their procurement specifications, the financial return</p>



	would be much greater. This certainty hasn't been provided at the time of this LTFP review.
Housing Growth Indicators	Similar housing growth indicators projected as per the initial LTFP. The only minor update is to adjust the housing growth in City of Salisbury from 1.09% to 1.0%, which is in accordance with current housing growth trending and forecasting from Councils.
Kerbside Waste Volume	<p>The waste volume received from kerbside bins of Constituent Councils in Year 1 (FY2020/21) has been adjusted and rebuilt in this revised LTFP to be matched with average monthly tonnage figure as at YTD October 2020 (a modest increase due to government restrictions on COVID-19 pandemic).</p> <p>The volume trending for the remaining years (Year 2 to Year 10) is remained as same as the initial LTFP.</p>
Participation Rate of Hard Waste Collection and Vouchers	The sustained popularity of hard waste service has been modelled into this LTFP revision. The temporary spike due to COVID 19 working from home arrangements (ie yard clean-ups) has been smoothed in the forward years as a vaccine is expected to return many residents to workplaces.
Solid Waste Levy	<p>In Year 2 to Year 10, the same percentage of solid waste levy increase is projected in this revised LTFP as per the initial LTFP (3% year-on-year increase), as per Treasury gazettal.</p> <p>The actual solid waste levy of \$143/tonne (Metro area), which was published by EPA SA after the completion of the initial LTFP, is now factored into Year 1 of this revised LTFP whilst the projected solid waste levy in the initial LTFP was \$144.20/tonne.</p>
Cost of Finance	<p>This revised LTFP has projected in the new cost on new borrowings for the planned asset renewal and upgrade in the period from FY2020/21 (Year 1) to FY2022/23 (Year 3) is projected at a discounted interest rate of 1.45% (this low rate is offered by LGFA as a part of financial support package for three years).</p> <p>The borrowing cost for the period from FY2023/24 (Year 4) to FY2029/30 (Year 10) remains the same as the initial LTFP.</p>
Uleybury Landfill: remaining filling life	According to the recent survey report from Golder Associates in July 2020 and forecasting from NAWMA's operations and management, Uleybury Landfill is estimated to have approximately 6 years remaining of filling life until the 2025/2026 financial year in this revised LTFP.
Post Closure Rehabilitation and Cell Capping Liability	In this revised LTFP, Post Closure Rehabilitation and Cell Capping works at Uleybury Landfill are projected to commence in around FY2025/2026 (Year 6), which is approximately one year earlier than the commencement date projected in the initial LTFP.
Waste Processing Facility Operations and Waste Disposal (post Uleybury landfill closure)	Same assumption as per the initial LTFP, which is "business as usual" assumption being applied for the period post Uleybury landfill closure due to the uncertainty of 2025/26- 2030 at this stage (refer to the notes in the initial LTFP below).



Landfill Alternative Project Update	The project is currently in the preparation of Market Sounding Process in order for NAWMA's Board, Project Advisory Group and Constituent Councils to understand market depth, interest and appetite of the Landfill Alternative Project and preliminarily overviewing project economics and transition structure, financial justification, procumbent strategy and recommended work that needs to be completed in advance of a formal approach to market for the project (if the Project clears the February 2021 gateway). Once more relevant information is available through following MSP and any preliminary capital raising activities, NAWMA's Administration will factor in the business model of this project into future LTFP. For the purpose of this revised LTFP, NAWMA's Administration assume general waste will be diverted and disposed to one of the commercial landfill site post NAWMA's Uleybury landfill closure.
The property Lease & Industrial Risk Insurance (Edinburgh North site)	The same assumption on the term of the property lease as per the initial LTFP for Edinburgh North site. Due to the absences of the Australian insurance market for waste management service, NAWMA have had to reach out to a foreign insurance company and the industrial risk insurance premium for the Edinburgh North site. As a result, the additional premium cost of \$1.6M has been included in this revised LTFP (approximately \$160k per year), which was not considered in the initial LTFP given it was still an unknown quantum at the time of the completion.
Asset Renewal and Upgrade	The asset renewal and upgrade projects have been considered and projected in this revised LTFP whilst it was not taken into account in the initial LTFP.

Based on the above key assumptions, the LTFP concludes:

- In the early years of this LTFP NAWMA is projected to deliver operating deficits (the deficit figure getting smaller comparing to the initial LTFP) and recover back to balanced and modest surplus budgets from Year 5 onwards,
- NAWMA has projected to deliver \$2.4M waste cost savings (directly passed through to Constituent Councils) through Circular Economy activities and sustainable procurement strategy (with the support by Constituent Councils) on recycled glass fine materials,
- NAWMA plans to access to the Cash Overdraft Facility with LGFA in early years to fund Research Road Transfer Station upgrade project, but the withdrawn balance is projected to be paid off from the net cash inflow generated from operations in Year 3,
- NAWMA successfully maintains the key financial indicators and measures within the targeted ranges over the 10-year period of the LTFP,



- NAWMA's projected total revenue is sufficient to fund current service levels and commitments to the three (3) Constituent Councils if no major changes impact on the projected assumptions over the next 10 years,
- Modelled steep increased in Food Organic Garden Organic participation/volumes, as a landfill diversion driver,
- Controlling the exposure to the highly volatile recycling commodity market through application of rise and fall contracts for Client Councils, however it must be noted that the very essence of becoming a global commodity trader increases NAWMA's risk profile, and therefore creates uncertainty in the current, let alone, forecast years,
- The financial impact from any new landfill alternative facility/arrangement is unknown at the time of developing this revised LTFP as the project is still in its infancy and,
- The strategic, operational, financial and risk importance of the 2025 onwards period is well documented and drives much of the decision making and work undertaken by NAWMA's Administration. However, given the uncertainty, same as the initial LTFP NAWMA's Administration have taken a conservative approach in the LTFP and the Board and Committee will note essentially a business as usual lens for this period.

Further information to this LTFP can be provided by NAWMA's Chief Executive Officer and Chief Financial Officer at the scheduled meeting.



Notes from the initial LTFP:

The table below was from the initial LTFP which illustrated Strategic and Operational; Uncertainty 2025/26-2030; Business as Usual Assumptions Summarised

Element	Year	Business as Usual or Assumption
Collections Contract	2025	Suez have invested significant capital in the new HDCNG infrastructure at Edinburgh North in 2020 that they will want to amortise over the longest time possible. This puts NAWMA in a strategic advantage to negotiate a Contract extension past 2025 or achieve competitive rates in the market. No assumption has been made about internalising this function due to the high capital cost entry point
FOGO Processing	2025	FOGO processing rates have remained constant for many years in Adelaide with two (2) legitimate and mature market players. NAWMA could achieve similar/competitive rates post 2025 Contract
Edinburgh North Lease	2025	This site is strategically important as it hosts the majority of NAWMA's waste, FOGO, collections, and RRC activity. NAWMA has extension options at this site to 2027, depending on which activities continue. The RRC is well positioned and we have assumed would be excised as a separate and ongoing activity.
Uleybury Landfill	2025-2027	Assumed closure in FY2025/26, with the capping reserve of \$1.018M activated. LTFP assumes minimal ongoing maintenance costs as per Licence, and ongoing revenue from Solar and Landfill Gas, as per contracts
Waste Processing Facility	2025-2027	Assumed baling would cease with landfill closure, but may continue as an aggregation point into any landfill alternative facility/arrangement
Landfill alternative facility	2025-2030	Given the preliminary nature of this project, assumed any facility, whether owned and operated by NAWMA or others, would not be operational by 2030. This assumption will be closely monitored as the project accelerates through the Special Purpose Vehicle.
Landfill alternative arrangements	2025/2027 - 2030	If any landfill alternative facility is not operational at landfill closure, a transition period with a commercial landfill will need to be enacted. There are two (2) large commercially run landfills in South Australia, and one (1) waste authority landfill. Due to the large volumes of waste under NAWMA's control, the LTFP assumes that enough competitive tension would be formed to achieve market competitive rates. LTFP assumes that competitive rates continue post Uleybury closure.
Materials Recovery Facility Client Councils	2025	NAWMA's large metropolitan contracted Client Councils expire the head Contract term in 2025. There is publicly documented material suggesting two (2) local government MRF's will enter the market in 2021/2022. The LTFP has assumed that total intake volume remains at 60,000tpa, and work is currently being undertaken to firm up this assumption.
Solid Waste Levy	All	NAWMA has assumed CPI only for the forecast years, however recent times have shown that significant escalations in the levy can be enacted at short notice and within a financial year. Another assumption to closely monitor.



NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY

LONG TERM FINANCIAL PLAN (Second Update) FY2021-2030



1. Executive Summary

The Long-Term Financial Plan (LTFP) is an important part of NAWMA's budgeting framework as it helps NAWMA to monitor the sustainability of the Authority's financial performance and position while working to identify any anticipated or predicted changes that will have a significant affect upon the costs of operations and capital works. It sets the high-level factors that guide the development and refinement of NAWMA's strategies, budget plan and generates information that assists decision-making about timing and affordability of future outlays on operating activities, renewal and replacement of existing assets and funding of future capital works.

In the preparation of this revised Long Term Financial Plan (LTFP), NAWMA's Administration have reviewed and reassessed all the key assumptions which were built in the initial LTFP, along with the consideration of new market, financial and operational conditions in the last 6 months. There is the total of 15 key assumptions which have been included in this revised LTFP and details of each assumption have been demonstrated in Section 2 of this document.

Based on the above key assumptions, the LTFP concludes:

- In the early years of this LTFP NAWMA is projected to deliver operating deficits (the deficit figure getting smaller comparing to the initial LTFP) and recover back to balanced and modest surplus budgets from Year 5 onwards,
- NAWMA has projected to deliver \$2.4M waste cost savings (directly passed through to Constituent Councils) through Circular Economy activities and sustainable procurement strategy (with the support by Constituent Councils) on recycled glass fine materials,
- NAWMA plans to access to the Cash Overdraft Facility with LGFA in early years to fund Research Road Transfer Station upgrade project, but the withdrawn balance is projected to be paid off from the net cash inflow generated from operations in Year 3,
- NAWMA successfully maintains the key financial indicators and measures within the targeted ranges over the 10-year period of the LTFP,
- NAWMA's projected total revenue is sufficient to fund current service levels and commitments to the three (3) Constituent Councils if no major changes impact on the projected assumptions over the next 10 years,
- Modelled steep increased in Food Organic Garden Organic participation/volumes, as a landfill diversion driver,
- Controlling the exposure to the highly volatile recycling commodity market through application of rise and fall contracts for Client Councils, however it must be noted that the very essence of becoming a global commodity trader increases NAWMA's risk profile, and therefore creates uncertainty in the current, let alone, forecast years,
- The financial impact from any new landfill alternative facility/arrangement is unknown at the time of developing this revised LTFP as the project is still in its infancy and,
- The strategic, operational, financial and risk importance of the 2025 onwards period is well documented and drives much of the decision making and work undertaken by NAWMA's Administration. However, given the uncertainty, same as the initial LTFP NAWMA's Administration have taken a conservative approach in the LTFP and the Board and Committee will note essentially a business as usual lens for this period.

Given the LTFP predicts a very long-term financial and operational performance of the Authority, any changes in the key assumption or estimates on the Authority will have impacts on the future financial performance and strategic decision making. In line with the preparation of Annual budget, the regular updates and amendments of all key variables and assumptions every six (6) months will be undertaken by NAWMA's Administration to present to the NAWMA Board and Audit Committee for consideration.



Key Assumptions 2.1 - 2.3 COMMERCIAL IN CONFIDENCE

Removed and will be tabled by Administration at the upcoming Zoom meeting

2.4 CIRCULAR ECONOMY (BUYING BACK RECYCLED CONTENT)

In mid to late 2020, NAWMA's state-of-the-art Woomera Avenue Resource Recovery Facility had successfully completed its first major upgrade and expansion within the support of GISA (Green Industry SA) grant funding at the value of \$1.5M and an additional \$2.24M borrowing from LGFA.

The upgrade is constituted by three key MRF projects which are listed in Table 4 below.

Table 4: MRF's First Major Upgrade; Three (3) MRF Projects

Project	Grant Funding	Borrowed Funding	Total Project Cost
Autonomous Robotics	\$500,000	\$766,000	\$1,266,000
MRF Expansion	\$500,000	\$800,000	\$1,300,000
Glass Fines Recovery	\$500,000	\$670,000	\$1,170,000
Total Costs	\$1,500,000	\$2,236,000	\$3,736,000

This upgrade proves strategic importance for NAWMA's next ten (10) years. The goal is to significantly increase the plant's recycling capacity of recovering approximately 8,000 -10,000 tonnes per annum of high-quality glass fines that were used to go to landfill, in addition with reprocessing a few hundreds of tonnes of recycled plastics per annum.

The next step for NAWMA and three (3) Constituent Councils is to find the end users for these recycled contents in order to form the closed loop of the circular economy. NAWMA has actively engaged and worked with three (3) Constituent Councils and associated infrastructure & building partners to develop a practical and sustainable procurement strategy of recycled glass fines. Recycled glass fines can be a great substitution for sand materials, which are used for building road, footpath, and bedding for pipes, etc. As at today, NAWMA's Management have made some great progress in the procurement filed for recycling glass fines. In the cooperation with a couple of major construction material companies and Constituent Councils, the pilot projects of using recycled glass fines (not sand) in road works have been extremely successful and expected to continue.

Consequently, in this revised LTFP, NAWMA's Administration have projected the associated costing savings from reusing recycled glass fines as road and construction materials instead of landfill for the period of this LTFP. The savings have also been planned to be passing through to three (3) Constituent Councils for the next 10 years of this LTFP, by reducing the glass fines processing and disposal charge to Constituent Councils from currently \$166.50 p/t to \$100 p/t effective from Jan 2021. This initiative will give three (3) Constituent Councils circa. \$2.4M savings in the cost on waste management service over the next 10 years from 1 Jan 2021.



2.5 HOUSING GROWTH INDICATORS

In the initial LTFP, the number of household growth for the region (all 3 Constituent Council's) was projected to be around 1,680 per annum, which was equivalent to average 1.40 % year-on-year increase over the next 10 years.

According to the current year-to-date number of household growth, in this revised LTFP NAWMA's Administration has maintained the forecasting growth for City of Playford and Town of Gawler the same as the figures in the initial LTFP, but slightly adjusted the growth percentage for City of Salisbury from 1.09% to 1.0%. This minor adjustment is also in accordance with the forecasting growth predicted by City of Salisbury council.

For the financial year 2020/21, the following growth factor has been calculated considering future growth projections:

<i>Salisbury</i>	1.00%	<i>therefore</i>	<i>61204 services</i>
<i>Playford</i>	2.09%	<i>therefore</i>	<i>41,096 services</i>
<i>Gawler</i>	1.58%	<i>therefore</i>	<i>11,549 services</i>
Total Number of Household in 2020/21			113,849 services
Less:	2019/2020		112,224 services
Total New services			1,625 new services
=			1.45% Projected Regional Growth

2.6 KERBSIDE WASTE VOLUME

The COVID-19 pandemic has given NAWMA's Administration some difficulties of predicting unexpected fluctuations in kerbside waste volume of FY2020/21 (Year 1), especially the general waste materials from red lid garbage bins. In this revised LTFP, NAWMA's Administration have adjusted and rebuilt FY2020/21 (Year 1) kerbside waste volume in accordance with average monthly tonnage figure as at YTD October 2020. Consequently, the overall waste volume in FY2020/21 (Year 1) is projected to be a modest increase from the initial LTFP.

Given the expected short-term impact from COVID-19 pandemic on kerbside waste volume, the waste volume in three (3) kerbside bins of three (3) Constituent Councils for the period of FY2021/22 (Year 2) to FY2029/30 (Year 10) in this LTFP is projected to remain the same as figures in the initial LTFP.



Notes from the initial LTFP :

The table below from the initial LTFP was shown the projected Kerbside Volume Growth in Three (3) Constituent Councils.

Projected Kerbside Volume Growth in Three (3) Constituent Councils

Kerbside Bins	Kerbside Materials	Average Annual Growth
Red Lid Garbage Bin	General Waste	1.42%
Yellow Lid Recycling Bin	Loose Recycling Materials	1.44%
FOGO Garden Organic Bin	Green and Food Waste*	5.30%

**Based on historical data and considering the increasing yields and residential participation rates for garden organics (including food organics) through an opt-in option to the residents, an average 5.30% annual increase in Kerbside Green Waste Volume*

2.7 PARTICIPATION RATE OF HARD WASTE COLLECTION AND VOUCHERS

In the past six (6) months after the completion of the initial LTFP, the participation rate including both hard waste collection and vouchers has significantly gone up from 16% to 20%. The unexpected popularity of hard waste service appears to be of direct relevance to the COVID-19 pandemic as residents had more time to be spent at home during this special period. In this revised LTFP, NAWMA's Administration has projected this increase into FY2020/21 (Year 1) financials. Given NAWMA's Administration expects the COVID-19 pandemic only impacts the community service in the short-term, the growth of number of Hard Waste service each year has remained the same as per the initial LTFP from Year 2 onwards.

NAWMA Administration will provide ongoing hard waste service updates and adjustments (if required) to the Constituent Councils during the annual budget and LTFP processes each year. Given this service is essentially a straight pass through in terms of revenue and costs, if Town of Gawler resolve to offer the service permanently, the model can be easily updated and adjusted.



2.8 STATE SOLID WASTE LEVY

In the initial LTFP, the Solid Waste Levy for FY2020/21 (Year 1) was the estimate only as at that time the new solid waste levy for the new financial year was not yet to be released on the EPA SA website.

NAWMA's Administration has now factored in the actual FY2020/21 Solid Waste Levy in this revised LTFP. Solid Waste Levy for future years (Year 2 to Year 10) has been projected as the same as the initial LTFP at an annual increase of 3.0%. Table 5 has listed the new solid waste levy for the next 10-year period in this revised LTFP.

Table 5; State Waste Levy Projected in this LTFP

YEARS	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
PERCENTAGES		40.0%	2.1%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Solid Waste Levy	\$ 100	\$ 140.0	\$ 143.0	\$ 147.3	\$ 151.7	\$ 156.3	\$ 160.9	\$ 165.8	\$ 170.7	\$ 175.9	\$ 181.1	\$ 186.6

However, there is uncertainty in this driver, given the recent large uplifts announced with little notice in FY2019/20.

As Solid Waste Levy is one of key risks which contribute to significant financial impacts on NAWMA, Constituent Councils and ratepayers, NAWMA Administration will update Solid Waste Levy in the LTFP every year (or mid-year as it may be) when more reliable information is available and gazetted.

2.9 COST OF FINANCE

Same as the initial LTFP, the interest rates for the existing debenture borrowings are factored into this revised LTFP as per the schedules of LGFA loan payments.

However, in this revised LTFP the cost of new borrowings for the planned new asset purchase or asset upgrade in the period of FY2020/21 (Year 1) to FY2022/23 (Year 3) is projected at a discounted interest rate of 1.45%, which is in accordance with the recent financial support package offered by LGFA to NAWMA.

The financial support package will be active for three years commencing from the activation date prior to 31 December 2020 and contain two (2) key pillars, being

1. Discounted convertible cash advance debenture loans for Councils and Regional Subsidies by 0.7%, and
2. Increase the interest rate for at-call deposits held by Councils and Regional Subsidies

For the purpose of this LTFP, the cost of new borrowing for the new asset purchase or asset upgrade for the period of FY2023/2024 (Year 4) until FY2029/2030 (Year 10) has been projected at average 3% per annum, which is the same rate as the initial LTFP.

It is also noted that any future increase on interest rates of new debenture borrowings or CAD facility above the projected rate percentages in the LTFP will result in additional borrowing costs to the Authority.

Interest on Cash deposits is forecasted to be 0.45% per annum for the first three (3) years of this LTFP (the rate in line with LGFA's finance support package) and to be 0.25% per annum for the remaining years of this LTFP as the increased deposit rate is only effective for three (3) years.



2.10 ULEYBURY LANDFILL: ESTIMATED REMAINING FILLING LIFE

The landfill has been constructed over three (3) stages, two (2) of which have been fully filled.

According to the recent survey report for financial provision for capping and post closure management at Uleybury landfill undertaken by the industry leader Golder Associated Pty Ltd in July 2020, Uleybury landfill is estimated to have approximately 6-year remaining filling life and to be closed in around the 2025/2026 financial year, which is in accordance with NAWMA Management's expectation but approximately one year earlier than gazetted landfill closure date.

As a result, the projected rates of filling for the future financial years in this revised LTFP are based on the forecasting waste intake figures at Uleybury landfill site in the period of this LTFP, the useful life of the stages is:

Stage 1: fully filled

Stage 2: fully filled

Stage 3: estimated 6-year remaining filling life until the 2025/26 financial year

2.11 POST CLOSURE REHABILITATION AND CELL CAPPING LIABILITY

Referring to the above assumption update in the above *item 2.10 – Uleybury Landfill: expected remaining filling life*, in this revised LTFP the associated activities of Post Closure Rehabilitation and Cell Capping at Uleybury landfill, followed by the landfill closure, is projected to be undertaken in around FY2025/2026 (Year 6), which is slightly earlier than the commensurate date in the initial LTFP (Year 7: FY2026/27).

It is estimated that NAWMA will be required to undertake post closure monitoring and rehabilitation activities for a minimum period of 25 years after the closure of the landfill site per its license requirements with the Environment Protection Authority (EPA).

The Post Closure Rehabilitation and Cell Capping liability has been reviewed and adjusted in accordance with applicable Australian Accounting Standards, which has been presented in the Audited Annual Financial Statements and previous LTFPs adopted by the Board.

NAWMA's Balance Sheet contains a present value estimate of the 25-year obligation shown as a noncurrent provision (liability) as well as the present value of all capping activities required to be undertaken to decommission the site. Ongoing review of the assumptions and estimates contained in the calculation of the liability should be undertaken to ensure that at all times, NAWMA's Balance Sheet reflects the most reliable and up-to-date assessment of the liability as well as ensure that landfill gate fees have been appropriately set to recover all current and future costs of operating the landfill. Any movement in the Post Closure Rehabilitation of Landfill Capping liability could result in future reductions or increases in gate fees depending on the movement of the liability.

During the estimated remaining 6-year filling life, regular reviews on the key estimates and assumptions in the Post Closure Rehabilitation and Cell Capping Liability will be undertaken to diminish any material variance in this liability.



Notes from the initial LTFP:

The two key variables that may impact on the remaining filling life are (a) changes to the estimated compaction rate (tonnes per cubic metre conversion rate: tonne /m³) and (b) estimated waste volumes from customers. A compaction rate of 0.85 t/m³ has been applied in this LTFP model which is consistent with previous LTFPs prepared and assumptions applied for landfill amortisation calculation purposes. Any movement in either variable can have a material impact on the remaining filling life of the landfill operations at the Uleybury site, which has other flow on impacts on other key assumptions and estimates. Most notably, any impact on the remaining filling life will impact on the activation of the Post Closure Rehabilitation phase as well as the timing of the potential acquisition/relocation of waste disposal activities at an alternate site/arrangement.

2.12 WPF OPERATIONS AND WASTE DISPOSAL POST LANDFILL CLOSURE

Given the tight timelines in NAWMA's strategic plan roadmap for the next 5 years and a number of uncertainties of Landfill Alternative Project not yet to be determined at this stage, same as the initial LTFP, this revised LTFP has assumed that any landfill alternative facility may not be ready for operating prior to Uleybury Landfill Closure and a transitional period (From 2026/27 onwards) has been taken into consideration in the preparation of this LTFP. It means that during this transitional period general waste picked up from red lid garbage bins of three (3) Constituent Councils will continue to be dropped off in Edinburgh North Waste Processing Facility but not be baled, and the loose waste materials (non-baled waste) will be then transported to one of commercial landfill sites in South Australia for disposal. As a result, NAWMA will pay the commercial waste company waste disposal fee at a competitive market rate.

However, along with further progresses on the landfill alternative project and more relevant information is available to build the proper business case of waste disposal plan post Uleybury Landfill closure, NAWMA's Administration will incorporate the associated financial and business impacts into following Long Term Financial Plans accordingly.

2.13 LANDFILL ALTERNATIVE (ENERGY FROM WASTE) PROJECT UPDATE

As NAWMA's key strategic priority project, through the formal evaluation process, NAWMA's Management has recently engaged Grant Thornton (Industry expert) as Financial Advisor to undertake the Market Sounding Process of NAWMA's landfill alternative project.

As a critical part of the project feasibility study, the purpose of Market Sounding Process is to ensure NAWMA's Board, Project Advisory Group and Constituent Councils of understanding market depth, interest and appetite of the Landfill Alternative Project and preliminarily overviewing project economics and transition structure, financial modelling and justification, procurement strategy and recommended work that needs to be completed in advance of any formal approach to market for the project.

As mentioned in assumption item 2.12, once more necessary project information is available through the following project works including market sounding process and construction of capital raise and financial close and NAWMA's Board decides to adopt the most appropriate waste processing and disposal model to the Constituent Councils, NAWMA's Administration will build in the entire business case into following Long Term Financial Plan.



2.14 THE PROPERTY LEASE & INDUSTRIAL RISK INSURANCE – EDINBURGH NORTH SITE

Under NAWMA's current lease agreement with the lessor, Edinburgh North facility will expire in December 2025. Given the uncertainty of the waste disposal solution post Uleybury landfill closure in around FY2025/26 and the key information on new landfill alternative facility not yet available, same as the initial LTFP, NAWMA's Administration has assumed the continuous operation and leasing of Edinburgh North site until the end of this LTFP period.

As a direct result of significant premium payouts following facility fires across Australia, the insurance market has vanished and will no longer provide industrial risk insurance to Waste Management Businesses (irrespective of past history). In 2020, NAWMA had to been forced to reach foreign insurance backing for its operations at the Edinburgh North site due to the absences of the Australian insurance market, and local government mutual liability scheme not providing cover as the site is owned by a third (private equity) party. As a result, NAWMA's Administration have to incorporate this tremendous increase of industrial risk insurance premium into this revised LTFP, which is equivalent to approximately an additional \$160k per annum and over \$1.6M for the entire period of this LTFP.

2.15 ASSET RENEWAL AND UPGRADE

In the preparation of this revised LTFP NAWMA's Administration have undertaken a thorough asset upgrade and renewal assessment within the assistance of NAWMA's Operations and Management, which has involved in all business units and corporate services at NAWMA. The Table 6 below has demonstrated the asset upgrade and renewal figures for the next ten (10) years in this revised LTFP. Furthermore, the list is including but not limited to critical spare parts across NAWMA's operations, business ICT system renewal, Research Road Transfer Station Upgrade, weighbridge system upgrade, landfill capping works, etc.

Table 6; NAWMA's New Asset Upgrade and Renewal Plan for the Period of this LTFP

	FY20/21 (\$'000)	FY21/22 ('000)	FY22/23 ('000)	FY23/24 ('000)	FY24/25 ('000)	FY25/26 ('000)	FY26/27 ('000)	FY27/28 ('000)	FY28/29 ('000)	FY29/30 ('000)
Financial Statement Workings:	BR1	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP	LTFP
CAPEX	1,525	115	328	98	98	98	90	90	90	90
New Upgrade	1,500	35	48	18	18	18	10	10	10	10
Renewal	25	80	280	80	80	80	80	80	80	80
Landfill Capping	-	60	60	60	60	60	-	-	-	-



3. KEY FINANCIAL INDICATORS

Financial Indicators and Measures include the ratios and targets with regard to financial sustainability to be used by NAWMA in the development of the Annual Budget, Long Term Financial Plan, budget reviews and other financial decisions. It assists the Authority and NAWMA's Board with the assessment of the implications of financial decisions on its financial position and financial sustainability.

3.1 OPERATING RESULT RATIO

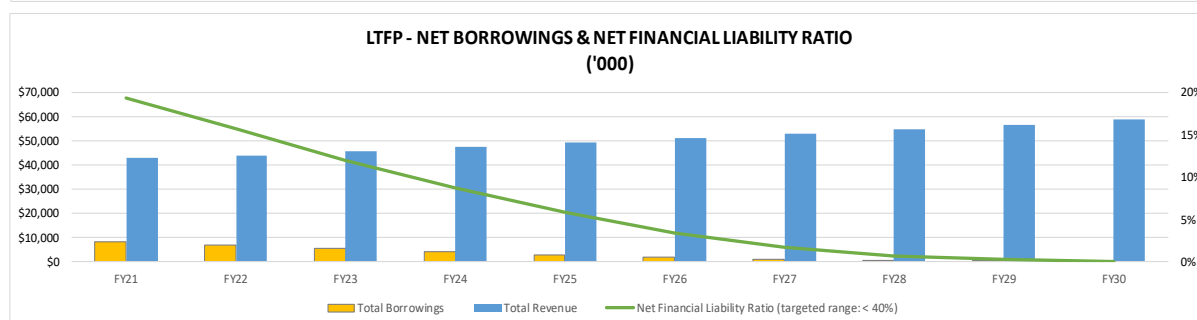
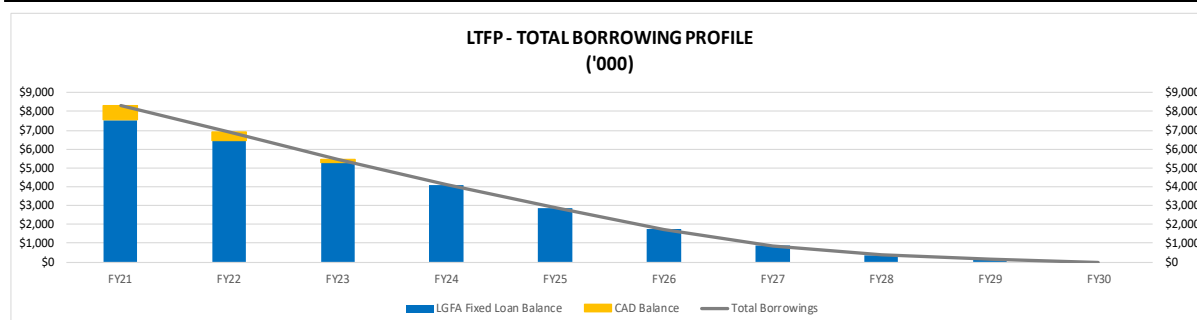
Based on the key assumptions listed in Section 2, new operating result ratios in the period of this LTFP are between circa. -2% and 2%, which proves the improvement of NAWMA's financial and operational stability (operating result ratios in the initial LTFP were between -5% and 5%).

	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Surplus / (Deficit)	(986)	(723)	(715)	(155)	(153)	130	37	154	307	297
Total Income	42,833	43,823	45,515	47,500	49,073	51,069	52,836	54,899	56,601	58,550
Operating Result Ratio:	-2.3%	-1.6%	-1.6%	-0.3%	-0.3%	0.3%	0.1%	0.3%	0.5%	0.5%

3.2 NET FINANCIAL LIABILITY RATIO

The graph below demonstrates that NAWMA's Net Financial Liability Ratios in the revised LTFP are projected to be about 20% in FY2020/21 (YEAR 1) and decrease gradually in the remaining years. It has followed the similar pattern as Net Financial Liability Ratios set in the initial LTFP and within the Net Financial Liability Ratio ceiling (up to 40%) deemed in NAWMA's Treasury Management Policy.

	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
LGFA Fixed Loan Balance	7,547	6,449	5,305	4,115	2,876	1,739	865	372	126	0
CAD Balance	751	451	151	0	0	0	0	0	0	0
Total Borrowings	8,298	6,899	5,455	4,115	2,876	1,739	865	372	126	0
Total Revenue	42,833	43,823	45,515	47,500	49,073	51,069	52,836	54,899	56,601	58,550
Net Financial Liability Ratio (targeted range: < 40%)	19.4%	15.7%	12.0%	8.7%	5.9%	3.4%	1.6%	0.7%	0.2%	0.0%



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Agenda Item 8.4

Report Subject:	Board Self-Assessment Briefing	Report Author:	Chief Executive Officer
Meeting Date:	26 November 2020	Report Type:	Decision report (governance)
Attachments:	8.4.1 – Board Self-Assessment Results Summary		

RECOMMENDATION

That:

1. the Report is received and noted, and the Board undertake a yearly Self-Assessment to enable a measurement of performance over time, and;
2. a Report be prepared by the Independent Chairperson, assisted by the Chief Executive Officer, on alternative models of governance that are consistent with the size and complexity of NAWMA, while retaining Constituent Council representation.

Purpose of the Report

To provide the Board with an opportunity to review the results of the Board Self-Assessment undertaken in July 2020.

Background

This item was originally presented to the 19 September 2020 Meeting of the Board but was deferred to the November 2020 Board Meeting. The report has been duplicated in full.

At the Board Meeting of 25 June 2020, and after discussion with the Board and Constituent Council Chief Executive Officers, NAWMA Management outlined the intention to distribute a Board Self-Assessment Questionnaire to Directors and Deputy Directors. The purpose of the questionnaire was to gain feedback and insight into the function, structure and effectiveness of the Authority's governance, including the Independent Chairperson.

A similar Self-Assessment is undertaken annually by the NAWMA Audit Committee.

Report

A link to the Self-Assessment was distributed to the Board on 29 June 2020 using the online survey tool 'Survey Monkey', with a close date of 17 July 2020. Out of a total of nine (9) Board Directors, Chairperson and six (6) Deputy Directors, ten (10) survey responses were received.

The Board as a whole appraised the Independent Chairperson as exceeding expectations in most categories, and by absolute majority having the vast array of skill set that adds value to NAWMA and provides an expert level of governance.

The Board rated their own performance as very strong, with a good array of skill sets, while acknowledging they are lacking in some areas (eg IT, legal). Following on from this, there appears to

be some appetite for investigating the introduction of some specialist skill sets to the Board, while retaining a strong connection to Constituent Councils.

A collated summary of the responses has been appended at Attachment 8.4.1 for the information of the Board and Independent Chairperson.

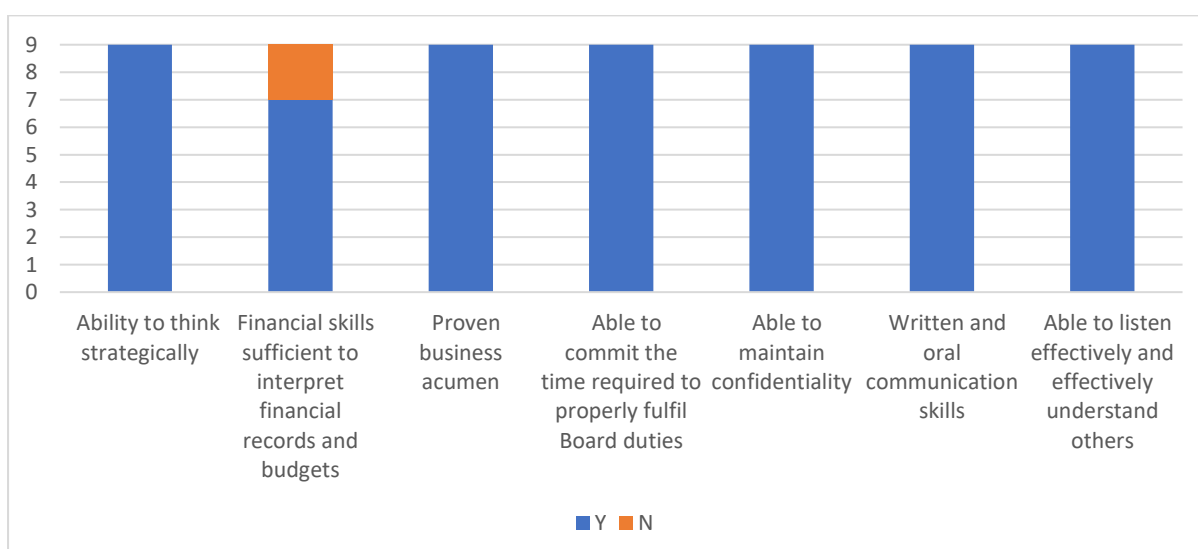


Legend	1	2	3	4	5
	<i>Performs poorly</i>	<i>Needs improvement</i>	<i>Meets performance expectations</i>	<i>Exceeds performance expectations</i>	<i>Superior performance</i>

Chair Questions

The Chair is an effective leader and motivator	4.00
The Chair is clear on what the Board has to achieve, both long term and short term	4.00
The Chair encourages a balanced contribution from all Directors	4.33
The Chair ensures that the Board decisions are implemented by Management in an effective manner	3.89
The Chair assesses the performance of the CEO in a systematic way	4.11
The Chair represents the organisation at stakeholder and community functions in conjunction with the CEO	3.89
The Chair is recognised externally as a credible leader of the organisation	4.22
The Chair attends all Board Meetings	4.22
The Chair demonstrates thorough preparation for all meetings and functions	4.44
The Chair judiciously participates in discussion on issues requiring Board decisions	4.22
The Chair guides all Board decisions and seeks both internal and external advice where required	4.00
The Chair guides all Board decisions and seeks both internal and external advice where required	4.33
The Chair treats all confidential information in an appropriate manner	4.44
The Chair displays a genuine interest in NAWMA and its business	4.56

The Chair possesses the following skills and qualifications:

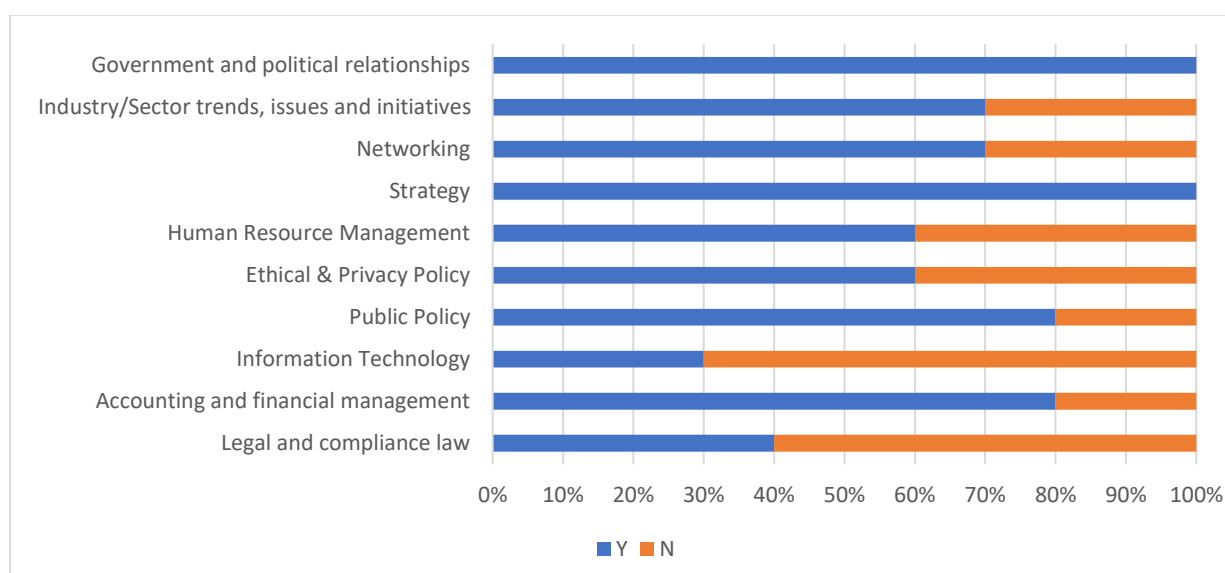


Legend	1	2	3	4	5	6
	<i>Strongly disagree</i>	<i>Disagree</i>	<i>Slightly disagree</i>	<i>Slightly agree</i>	<i>Agree</i>	<i>Strongly agree</i>

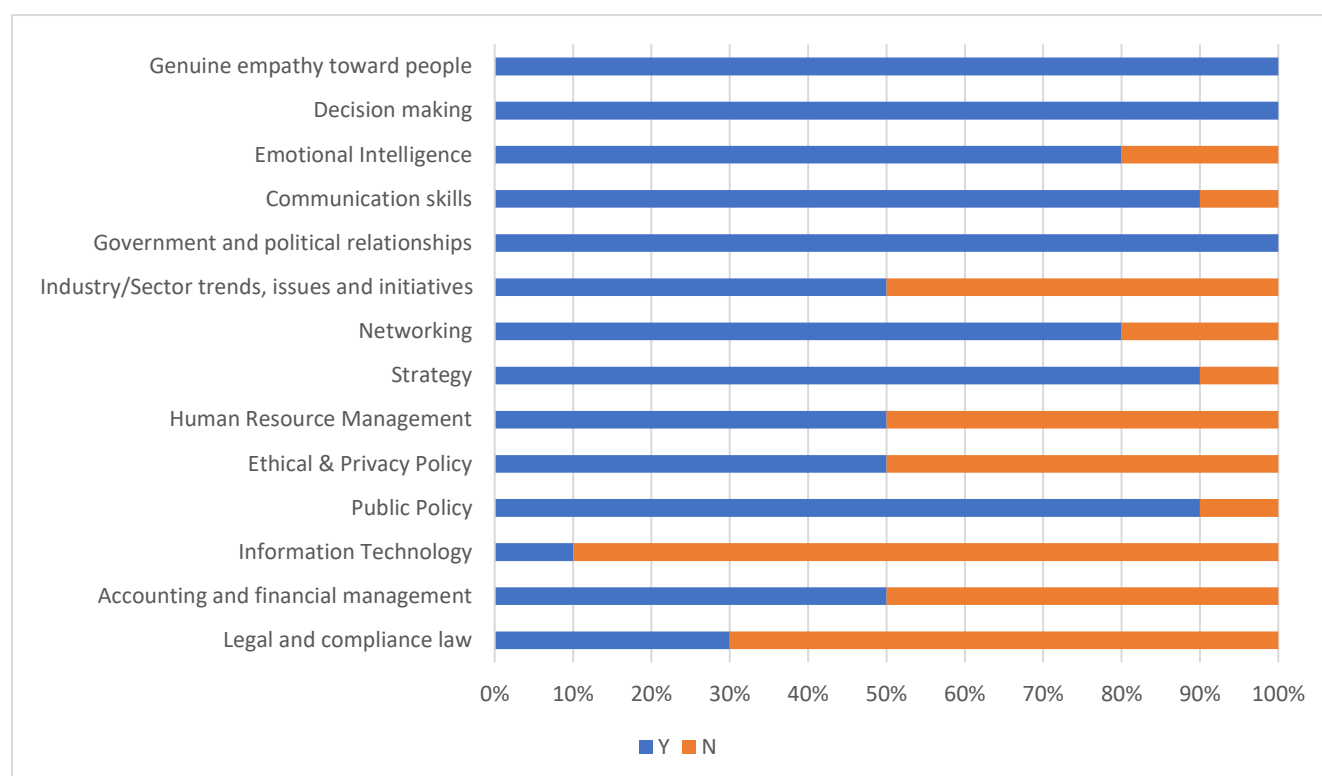
Board Questions

The Board fully understands the external environment NAWMA is operating in, and understands how the strategies within the Strategic Plan are developed	5.10
The Board discusses strategic issues at its meetings and appropriate actions are taken when necessary	5.30
The Board is kept informed of current events by the CEO on all business matters which may be of interest to the Directors	5.60
The CEO and Senior Management Team always understand and commit to directions given by the Board	5.60
A climate of trust exists between the Board, CEO and Senior Management Team	5.70
The Board supports the CEO in their role	5.70
The Board is recognised externally as providing credible leadership and governance of NAWMA	4.90
All Board Directors reflect the culture and values of NAWMA	5.00
The Board works as a team with a balanced contribution by all	5.10
The Board adds value to NAWMA	5.30
The Board contains a sufficient range of expertise to make it an effective governing body	4.40
The Board believes its skills and experience are utilised to the maximum benefit	5.00
The Board's decisions are well accepted by Management	5.20
The Board reviews relevant internal and external information, then proceeds to decision making in a timely manner	5.40
The Board has open communication with Management in decision making processes	5.50
The Board and Management roles and responsibilities are defined and understood	5.20
Board duties and responsibilities are fulfilled with the organisation's interest being placed before 'collective' personal interests	5.30
The Board displays a genuine interest in NAWMA and its business	5.50
The Board consists of active contributors	5.20

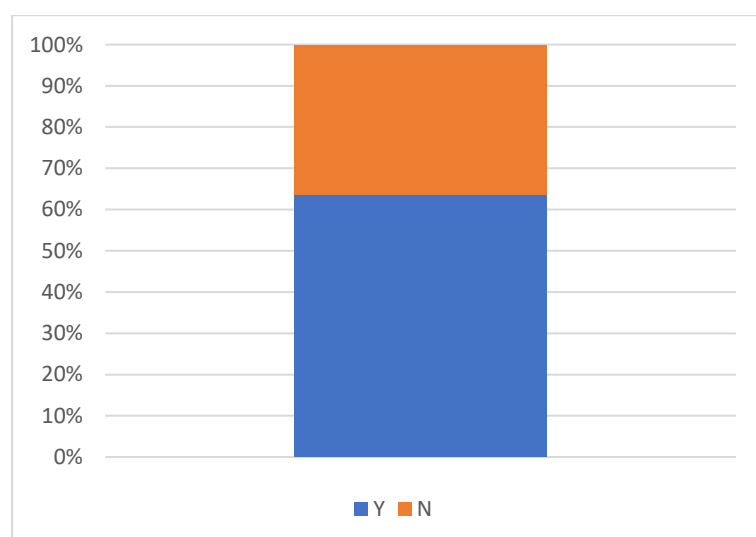
The Board possesses the following knowledge, skills and experience:



I possess the following knowledge, skills and experience:



The current makeup and Charter of the Board is suitable for the size, complexity and operating environment of NAWMA:



Comments:

A good mix of elected members and Council officers

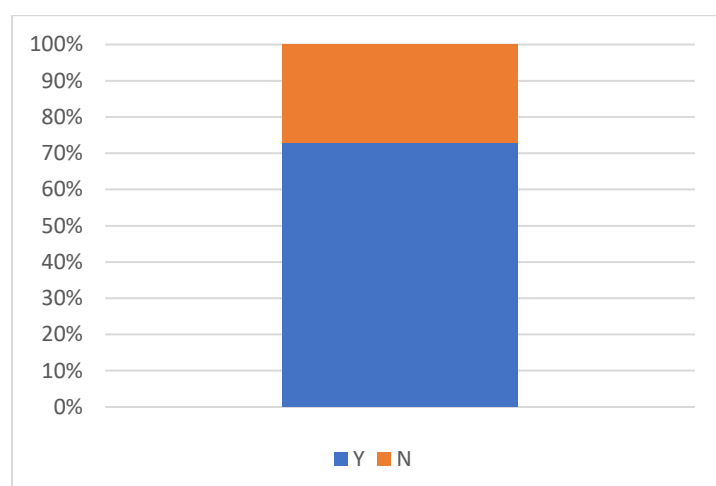
NAWMA has reached a size and complexity that it requires more skills-based directors, without losing the connection with the Constituent Councils. Perhaps a review could be undertaken on how other regional subsidiaries (ie Brown Hill Creek, other waste authorities) approach their board constitution and composition

The Board could benefit from accounting, legal, marketing, IT, technology and waste/circular economy sector skill sets

I think the board needs a better mix of skills that bring in industry experience, currently the board has a strong LG blend which is understandable given the key stakeholders but the environment

<i>NAWMA is operating in complex and will need a broader mix of skills. LG board involvement should continue but in a more balanced mix</i>
<i>External legal advice sought on occasions</i>
<i>Given the complexity of the NAWMA business and the volatility of the environment in which it operates I believe that NAWMA requires some more specific industry related skillsets on the Board</i>

A more 'skills based' Board is required in order to appropriately manage NAWMA, given the size, complexity and operating environment:



Comments:

Supported by operational and technical working groups reporting to the board on matters pertaining to NAWMA

Without independent representation skills based is reliant on persons from each councils for skills to valuably contribute to the strategic direction of NAWMA

I believe you need elected members to truly represent the interest of the community. Also, they provide the connection to the community which is important in changing behaviours especially around reducing contamination rates of recycling bins

Rely on exceptional staff ability

Having 1 or 2 independent skill-based individuals would help

Recommend there could be scope with some external board members with specialist skills sets. As an example, the audit committee specifically targets necessary skill sets to conduct their business, there could be a similar set up for the NAWMA Board where there are a couple of external board member appointees with specific experience/skill sets being recruited

Describe anything new that you think could be done to improve the effectiveness of the Board:

Comments:

The board is a multi-disciplinary team and works well. I sometimes think that the board room is a bit small or confined when everyone attends. And it is difficult to see who is voting.

Ensuring a good cross section of skills sets in members

Simplify the presentation of the financial documents

Introduction of greater business acumen of Board in general, possibly through the recruitment of external board members with specific skill sets, eg. have 3 board members from each Council and 3 external board members to ensure that the 'owners' still have clear majority representation

Adding skill sets which are contemporary to the industry and challenges for NAWMA ahead. Improved responsiveness of Board to circular resolutions and increased preparation prior to board meetings

<i>I think the board is effective but needs the broader mix of skills. Possibly having a 'working/engagement' group that has a stronger link to the 3 councils and then the board can have a stronger industry mix of skills that will not only use this expertise</i>
<i>Would like to become better acquainted with the various sites and the processes performed by workers</i>
<i>The introduction of some more skills-based Board members would add great value to the Board</i>
<i>SMT comment: It may be that a review is undertaken around a skills based board (similar to the SPV formed for the landfill alternative project) for fiscal, strategic, risk, legislative elements, and an Executive/Elected Body Committee be formed to address the elements that most directly impact their constituents (service delivery, education, bin sizes and collection frequencies etc)</i>

Any further comments:

Comments:
<i>Would like to see the Board participating in some more strategic discussions which are not directly tied to a decision</i>
<i>That the Chief Executive Officer be less dismissive of other's views and provide information when it is requested. I.e. Not having a stance of 'decide and defend'</i>
<i>SMT comment: The Board are doing an outstanding job building their knowledge on some very dynamic industry specific operating environment conditions. The annual turnover has nearly doubled in 4 years, and the number of sites increased two-fold. The Board are to be applauded for keeping pace and leading local government collaboration. However, there may come a time where some independent skills are introduced to assist NAWMA's lean administration with some strategic decision making, and add value around operating in a (growingly) commercial way</i>

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Agenda Item 8.5

Report Subject:	2021 Meeting Schedule	Report Author:	Chief Executive Officer
Meeting Date:	26 November 2020	Report Type:	Decision report (governance)
Attachments:	Nil		

RECOMMENDATION

That the Report is received and noted, and the Audit Committee and Board endorse the proposed dates of the 2021 meeting schedules.

Purpose of the Report

To provide the Audit Committee and Board with an opportunity to review the proposed 2021 meeting schedules.

Background

In accordance with Clause 7.4.10 of the NAWMA Charter:

Meetings of the Board will be held at such time and such place as the Board decides subject only to the requirement that there will be at least one meeting in every two calendar months.

In accordance with Clause 4.1 of the NAWMA Audit Committee Terms of Reference

The Audit Committee shall meet at least 4 times each year at least once per quarter at appropriate times in the budgeting and financial reporting cycle and otherwise as required.

Report

In preparation for 2021, NAWMA Administration have stepped out the statutory requirements for the calendar year. The meetings of the Audit Committee have been scheduled to take place one week prior to the Board to ensure accurate information is shared between the two bodies.

The number of joint Audit Committee and Board meetings has been paired back to one (1) meeting per calendar year to retain the demarcation of both governance bodies, while still providing an opportunity for cross appropriation.

Audit Committee

Administration have scheduled all Audit Committee Meetings to take place on a Thursday at 8.00am. The locations are proposed to alternate (where possible) between Brian Cunningham's CBD Boardroom and NAWMA's Education Centre to accommodate both Independent Members and Board Directors. Electronic attendance is available for meetings held in the NAWMA Education Centre, where necessary.

Meeting Date	Requirements	Location
Thursday 18 February 2021	BR2 (20/21) + Draft 21/22 Budget	Brian Cunningham's Boardroom (CBD)
Thursday 29 April 2021* (to commence at 4pm)	BR3 (20/21) + Draft 21/22 Annual Plan	NAWMA Education Centre (Edinburgh)
Thursday 17 June 2021	21/22 Budget + Annual Plan adoption	Brian Cunningham's Boardroom (CBD)
Thursday 16 September 2021	20/21 Audited Financials + Annual Report	NAWMA Education Centre (Edinburgh)
Thursday 18 November 2021	BR1 (21/22)	Brian Cunningham's Boardroom (CBD)

**Joint Meeting of the NAWMA Board and Audit Committee*

Board

Administration have scheduled all Board meetings to take place on a Thursday at 4.00pm, as resolved by the Board at the July 2019 meeting. All meetings will be held in the NAWMA Education Centre, with electronic attendance available if necessary.

Meeting Date	Requirements	Location
Thursday 25 February 2021	BR2 (20/21) + Draft 21/22 Budget	NAWMA Education Centre (Edinburgh)
Thursday 29 April 2021*	BR3 (20/21) + Draft 21/22 Annual Plan	NAWMA Education Centre (Edinburgh)
Thursday 24 June 2021	21/22 Budget + Annual Plan adoption	NAWMA Education Centre (Edinburgh)
Thursday 23 September 2021	20/21 Audited Financials + Annual Report	NAWMA Education Centre (Edinburgh)
Thursday 25 November 2021	BR1 (21/22)	NAWMA Education Centre (Edinburgh)

**Joint Meeting of the NAWMA Board and Audit Committee*





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Agenda Item 8.6

Report Subject:	Resident Engagement Strategy	Report Author:	Education and Community Projects Coordinator
Meeting Date:	26 November 2020	Report Type:	Information report (education, operational)
Attachments:	Nil		

RECOMMENDATION

That the Report is received and noted.

Purpose of the Report

To provide the Board with information regarding the Resident Engagement Strategy.

Background

NAWMA currently provides kerbside bin collections (general waste, household recycling and opt-in food & garden organics (FOGO)) to more than 110,000 households across its Constituent Councils.

Whilst this service is mostly consistent¹ with other councils across Australia, it is believed that in its current form, it may not cater to the needs of the community as efficiently as possible. A more flexible, tailored system could result in an improvement in how the service is used and thus in the quality of material collected in the three bins.

An improvement (ie less contamination) in the material collected in the yellow-lid household recycling bin, for example, would increase NAWMA's capacity to recover resources and on-sell secondary raw materials to the commodities market. It would also reduce the costly and wasteful practice of sending contaminated resources encountered in the recycling stream, to landfill. Actions to reduce contamination support Objective 1 of the NAWMA Strategic Plan (2018-2025): *Achieve best-practice in diversion of waste from landfill*.

It is thought that a strategy of direct engagement with the local community would capture details of how the service could be made more user-friendly.

Report

Aim of the Resident Engagement Strategy

To engage with residents who have access to the NAWMA kerbside bin collection service and:

- provide information on current services
- elicit feedback about current services
- trial an alternate bin configuration (ie upgraded general waste bin) in select areas

¹ NAWMA's current FOGO service differs from that of most other councils in that residents pay to purchase their own 240 litre FOGO bin.



to obtain data on how to achieve better sorted kerbside material and reduce Council expenditure on contamination, potentially through redesign of the kerbside service.

Stakeholders

Residents in target areas will be the focus of the Engagement Strategy. Target areas will be determined using data from *Waste Track* – a system located in each collection truck, which identifies and records anomalous bin usage (contamination). Other stakeholders will be provided information to convey the relevance of the Strategy and to help foster support for its aim. These groups are:

1. Constituent Council Elected Members
2. Constituent Council staff (Waste Operations)
3. SUEZ staff and collection truck drivers

In addition, media articles/releases may be provided to media outlets and Council communications teams at strategic points throughout the Strategy execution.

Resident Engagement

Engagement with residents will include:

- Information mailed to households
- Face-to-face communication via doorknocking in target areas within each of the three constituent council areas
- Face-to-face communication with residents via information stalls in key public areas, eg community centres, libraries, shopping centres etc
- A survey open to all residents within the constituent council areas

Data collection

Feedback about the kerbside service will be sought through face-to-face discussions and a survey. Quantitative data about contamination will be collected through *Waste Track* and internal auditing of material collected in yellow-lid recycling bins pre and post resident engagement and modified bin configurations.

Timing and Resources

Face to face resident engagement in target areas will be conducted over approximately eight weeks and will be undertaken by NAWMA staff. The community survey, launched on 13 November, will run until the end of the Strategy period.

Outputs

Feedback will be collated and reported back to the NAWMA Board and Constituent Councils with recommendations before the end of the 20/21 financial year.





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Agenda Item 8.7

Report Subject:	2020/2021 Annual Business Plan progress report (standing item)	Report Author:	Chief Executive Officer
Meeting Date:	26 November 2020	Report Type:	Information report (governance, operational)
Attachments:	8.7.1 - Annual Business Plan Implementation Progress matrix		

RECOMMENDATION

That the Report is received and noted.

Purpose of the Report

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

Background

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

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

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

Report

The matrix appended at Attachment 8.7.1 is a snapshot update of the progress made against the 2020/2021 Annual Business Plan to date.



2020/2021 Annual Plan				
Activities	Annual Plan Reference	2018-2025 Strategic Plan Linkage	Metric	Status
Implement NAWMA's new transformational Waste Management Strategy	3.1.1	All	Progress made on the implementation of the Strategic Plan	
Business Improvement - Payroll Process Automation System	3.1.2	Objective 3; Strategy 10	Wageloch implemented and integrated into business as usual	In progress and nearing completion. Wageloch live across all sites with payroll processing now rolled out in conjunction with manual timesheets. Manager training in final stages.
Internal Risk Assessment and Controls	3.1.3	Objective 3	Progress made on the implementation of the two (2) year Action Plan	In progress. Consultation with Dean Newbery was done on 4 November 2020 with December 2020 meeting scheduled to go through all possible internal risks (as per LGA's Better Practice Model) with relevant managers at NAWMA. NAWMA's Administration will contact ControlTrack to utilise the system for the integrated risk and control assessment process.
Implement Corporate Risk Register	3.1.4	All	Successful implementation and ongoing maintenance of Risk Register	In progress. To date Management have identified 16 key strategical risks at the organisation. The final Corporate Risk Register is planned to be presented to the Audit Committee and Board as a part of the end of the 20/21 financial year process.
Service Level Agreements	3.1.5	Strategies 1, 2, 5 & 8	SLA's adopted	Re-write planned for early 2021
Advocacy	3.1.6	All	Opportunities identified and approached where NAWMA can influence the industry	CEO has met with Premier, Environment Minister, Federal Assistant Minister, Member for King, Deputy State Opposition Leader in the first 10 weeks of Reporting year
Implement efficiency, improvement and austerity measures	3.2.1	Objective 3; Strategies 1, 2, 9 & 11	Reviewing of temporary gate fee at each Budget Review	Temporary Gate fee was reviewed while in preparation of Budget Review One. The current fibre price is strong, however it was considered too early to forecast the full FY, so the fee will be revisited in BR2
Landfill Alternative Project	3.2.2	Objectives 1, 2 & 3; Strategies 6, 8, 10 & 11	Quarterly SPV Meetings held	Large focus of CEO. Briefings held with Mayors, and Elected bodies of City of Salisbury and City of Playford. Town of Gawler scheduled. Project Officer (0.6 FTE) employed on a short contract period.
Upgrade of Research Road Transfer Station	3.2.3	Strategies 7 & 8	Upgrade construction significantly commenced	RFT pack being developed with expected release via TendersSA in first quarter 2021
Develop Downstream (onshore) Markets for Glass Fines	3.2.4	Objective 2; Strategies 4 & 10	Significant recycled glass utilised in Constituent Councils civil procurement, and/or local/domestic market entered	Large focus of COO. Circa \$1M turnaround if glass into roads is secured
(Opt-out) Food Organics Garden Organics (FOGO) Business Case and Planning	3.2.5	Objective 1; Strategies 1, 5, 7 & 9	Business case developed, and consultation workshops with Councils held; FY21/22 Budget Bid developed	Several workshops and meetings held with Officers at Councils. NAWMA ready to implement a (preferable) consistent implementation across the region
Risk Management Software Platform (Skytrust)	3.3.1	Strategy 10	Skytrust implemented and integrated into business as usual	In Progress
LSAWCS and LGAMLS Risk Evaluation Action Plan	3.2.2	Strategy 2 & 10	50% completion (or more) made on two (2) year Action Plan	In Progress
Implement a Corporate Risk Register	3.3.3	Refer 3.1.4	Refer 3.1.4	Refer 3.1.4
Anti-contamination campaign	3.4.1	Objective 1; Strategies 2, 10 & 11	Anti-contamination plan implemented and distributed across Constituent Councils	Resident Engagement Strategy has been crafted ready for implementation in first quarter of 2021
Education Centre sessions (tour and training)	3.4.2	Objective 1 & 2; Strategies 2, 10 & 11	Virtual tours implemented and business as usual of survey system	Virtual tours being developed (one complete)
Drive continuous improvement through feedback	3.4.3	Objective 3	Implementation and business as usual of survey system	In Progress. In the process of incorporating an online chat function within the NAWMA website for residents. Fleetmax is now BAU and becoming an important customer service tool, in addition to informing the resident engagement strategy
Staff satisfaction survey	3.4.4	All	Staff satisfaction survey completed and reported to Board/CEO Performance Review Committee	Complete. CEO Performance Committee briefed on results 27 August 2020 and Board briefed with results 17 September 2020.
Maintain financial sustainability indicators and ratios	3.5.1	Objective 3; Strategy 9	Financial Metrics achieved	As per Budget Review One (BR1) report, NAWMA has improved its original deficit position by circa \$900k
Asset Management Plan	3.5.2	Objective 1; Strategies 7 & 8	Asset Management Plan developed	Asset review commenced in October 2020 with the action plan to be developed within twelve months.



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Agenda Item 8.8

Report Subject:	WHS Steering Committee Minutes (standing item)	Report Author:	Chief Operations Officer
Meeting Date:	26 November 2020	Report Type:	Information report (operational, governance)
Attachments:	8.8.1 – WHS Steering Committee Minutes of 27 October 2020 (latest meeting)		

RECOMMENDATION

That the Report is received and noted.

Purpose of the Report

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

Background

This Report is a standing item on the Board agenda.

Report

A meeting of NAWMA's WHS Steering Committee was held on Tuesday 27 October 2020. Appended (at Attachment 8.8.1) are the Minutes of this meeting for the information of the Board.



WHS STEERING GROUP MEETING MINUTES

WHS KEY PILLARS

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



Meeting Title:		NAWMA WHS Steering Group			Chaired by:		Scott Filsell			Meeting Date:		27/10/20		Meeting Number:		58		
Venue:		NAWMA Woomera Ave			Secretary:		Scott Filsell			Start:		9:30am		Finish:		10:30am		
ATTENDEES		Attend	Apology	Absent	ATTENDEES		Attend	Apology	Absent	AGENDA:	1. Status of previous actions 2. New items • Black Text - ongoing • Red Text - New/Current items • Green Text – Completed Items		Risk Rating	To Be Started	In Progress	Completed	Closed	Total Items
Adam Faulkner			X										Extreme		1			1
Danial Dunn		X											High		2	1		3
Jason Moorhouse		X											Moderate		7	1		8
Sarah Pain		X											Low		2	1		3
Scott Filsell		X																
Zak Langridge			X															

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Agenda Item	Detail	Action Required	Risk Rating	Action By	Date Raised	Due Date	Action Completed
4. Records & Documentation	CoR (Chain of Responsibility) NHVL (National Heavy Vehicle Law)	<u>Review of any NHVL breaches</u> <ul style="list-style-type: none"> • General Waste Load Overweight 540kg • General Waste Load Overweight 100kg • Green Waste Load Overweight 20Kg • Incident reports from SUEZ received • Danial Dunn to follow up with SUEZ on breaches at next Ops meeting 	Low	All All All Danial Dunn	2/10/20 14/10/20 22/10/20 27/10/20	27/10/20 27/10/20 27/10/20 15/12/20	27/10/20
5. Records & Documentation	Development of Contractor Management System Skytrust - Improve safety culture throughout the organisation	SKYTRUST implementation Underway.	Low	Scott Filsell	11/10/17	Ongoing	
6. Maintenance & Housekeeping Training & Qualifications Records & Documentation	Traffic Management plans for NAWMA sites	<ul style="list-style-type: none"> • Review of current Traffic Management Plans for all sites, focussing on Vehicle & Pedestrian interaction • Recommendations received, working through priority tasks identified in the plan Armco railing to be installed 11 Nov 20 vehicle/pedestrian separation. Ed Nth Check disabled parks at Ed Nth for AS2890.6 compliance. • MRF site reviewed August 27th, 2020, Action plan to close out items identified for MRF site. • Look at moving bale facer task to under awning 	High	Scott Filsell Jason Moorhouse Scott Filsell	01/10/19 27/10/20 27/8/20	Oct 2020 Nov 2020 Jan 2021	
7. Emergency Procedure	Confined Space Emergency Plan	<ul style="list-style-type: none"> • The group has agreed to accept the risks involved with the Confined Space (CS) and the modifications to make it safer to date. The RRC Pit will also be treated as a CS moving forwards. • All workers involved with the space will have refresher training. Certification of the equip req.d. • Rescue equipment certification completed. 	Moderate	Scott Filsell Jason Moorhouse Dean Williams Scott Filsell	02/04/19 25/8/19 25/8/10	27/10/20 15/12/20 27/10/20	27/10/20
8. Records & Documentation	WHS Plan & Programs <i>Tabled for discussion to review Objectives Targets and Performance indicators for the following Programs:</i> <ul style="list-style-type: none"> • WHS System Build • Hazard Management • WHS Training Systems 	<ul style="list-style-type: none"> • Review WHS Plan and Programs prioritise actions and close out completed actions. • WHS Plan with Programs is currently under review, Discussed close out 100% of all actions from Bellchambers Rd projects. 47% Completed 18 of 38 actions of the plan and programs. • Action plan underway with WHS & Risk Actions, NAWMA receiving assistance from outside resource for Skytrust implementation - 100% completion of this year's WHS Evaluation Action plan. 	Moderate	All Scott Filsell Scott Filsell	16/05/19 27/10/20 29/4/20	Ongoing 15/12/20 9/6/20	

WHS STEERING GROUP MEETING MINUTES

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Agenda Item	Detail	Action Required	Risk Rating	Action By	Date Raised	Due Date	Action Completed
9. Records & Documentation	Proposed Modifications to Pooraka RRC	<ul style="list-style-type: none"> Scott Filsell & Jason Moorhouse to complete R/A's for both proposed modifications to the site to improve the sites safety, vehicle interactions with pedestrians and efficiency. Applebark Consultant is assisting with R/A, including the upgrade required for the current substandard fire-fighting equipment (quote) Forward R/A to Danial & Jason for Consultation WGA to meet Scott & Jason 11/11/20 to discuss Traffic Management for new Proposal. 	Moderate	Scott Filsell Jason Moorhouse	11/12/19	25/08/20	27/10/20
10. Records & Documentation	Worker & Contractor Inductions - SKYTRUST	<ul style="list-style-type: none"> Danial Dunn raised a point regarding the inductions and including LOTO. Skytrust is currently offering NAWMA a subscription for the following induction modules: Contractor, LOTO, Intro to LG, WHS Fundamentals, Computer Workstation. Quote for modules is \$1k ea or \$5k p/a. for the 5-module pack. Scott Filsell to test and see if suitable to NAWMA – Decided not to proceed. 	Low	Scott Filsell	23/6/20	27/10/20	27/10/20
11. Maintenance & Housekeeping	Resource Recovery Centre – Pallet Racking	<ul style="list-style-type: none"> Danial Dunn raised pallet racking needs to be removed from the RRC at Edin Nth. Please re-use this at our other sites as required for Maintenance. Scott Filsell to ensure racking is certified prior to being used at the other sites after installation. Has been inspected awaiting recommendations. Racking has been certified & signed off. Signage to be fitted – Jason M to follow up. 	Moderate	Scott Filsell Jason Moorhouse	23/6/20 27/10/20	27/10/20 15/12/20	27/10/20
12. Emergency Procedure	Uleybury Landfill site security/safety	<ul style="list-style-type: none"> Landfill access to trespassers, leachate ponds are an extreme risk as identified in our latest workplace inspections. Fencing finished around pond 1&2. Additional signage, gate locks and rescue Buoy's to be fitted. SWMS for working around ponds and rescue plan being developed. Applebark assisting with SWMS and rescue plan. 	Extreme	All	25/8/20	15/12/20	
13. Emergency Procedure	Emergency Evacuation Procedures	<ul style="list-style-type: none"> Evacuation Drill Carried out with SUEZ, Evac Plan reviewed and updated accordingly to include New SUEZ Gas plant and other items identified during drill debrief. 	Moderate	Scott Filsell Jason Moorhouse	13/10/20	27/10/20	27/10/20

WHS STEERING GROUP MEETING MINUTES

WHS KEY PILLARS

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Agenda Item		Detail	Action Required	Risk Rating	Action By	Date Raised	Due Date	Action Completed
14	Emergency Procedure	Emergency Evacuation Procedures	<ul style="list-style-type: none"> MOBO Group Raised about the Emergency Exit door opening into the driveway for the weighbridge not having a calming area. Look at installing Armco to prevent access directly into driveway of weighbridge. 	Moderate	Scott Filsell Jason Moorhouse	13/10/20	15/12/20	
15	Emergency Procedure	Asbestos dumped at RRC Pooraka	<ul style="list-style-type: none"> ACM disposed of correctly to Inkerman Hazardous Waste Dump. Look into quoting for a microPHAZER light identifying gun.\$49,900k Investigate quantity of occurrences of illegal asbestos dumping at RRC sites to look at prevention options. 	Moderate	SF JM	19/10/20	15/12/20	