

# Board Meeting Agenda

---

**Date:** 25/02/2021

**Time:** 5.00pm

---

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

---

## 1. Present

## 2. Apologies

Cr Paul Little

Town of Gawler

## 3. Disclosure of Conflicts

### Conflicts of Interest

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

### Confidentiality Statement

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

## 4. Confirmation of Minutes

**Recommended:** That the Minutes of the Joint Northern Adelaide Waste Management Authority Board Meeting held on Thursday, 19 November 2020 be received, confirmed and adopted (Appended at 4.1).

**Recommended:** That the Minutes of the Northern Adelaide Waste Management Authority Audit Committee Meeting held on Thursday, 18 February 2021 be received and noted (Appended at 4.2).

## 5. Matters Arising From The Minutes

- 5.1. Capital Works Program Summary (standing item)
- 5.2. Action List (standing item)
- 5.3. LGRS 2019 Risk Evaluation Action Plan (standing item)
- 5.4. Research Road (Pooraka) Transfer Station Lease update
- 5.5. Vacant Land Disposal

## 6. Questions Without Notice

## 7. Confidential Items

- 7.1. Commonwealth Government and State Government Co-investment Opportunity
- 7.2. Recyclables Processing Contract (Accession request)
- 7.3. Landfill Alternative Project
- 7.4. Draft Resourcing Strategy Update
- 7.5. Operational Report
- 7.6. CEO Performance Development Committee

## **8. NAWMA Management and Administration Report**

### **Reports for Decision**

- 8.1. FY20/21 Budget Review Two (2)
- 8.2. FY21/22 Draft Budget
- 8.3. Audit Committee Remuneration Report
- 8.4. NAWMA Committee Nominations

### **Reports for Information**

- 8.5. Draft Business Continuity Plan and IT Disaster Recovery Plan
- 8.6. Draft Corporate Risk Register
- 8.7. Internal Control Review
- 8.8. 2020/2021 Annual Business Plan progress report
- 8.9. WHS Steering Committee Minutes

## **9. Other Business**

- 9.1. NAWMA Site Tour (verbal only)

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

The next meeting of the Board is Thursday 29 April 2021 and is a Joint Meeting with the NAWMA Audit Committee to be held in the NAWMA Education Centre (71-75 Woomera Avenue, Edinburgh) at 4.00pm



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

---

**Date:** 26/11/2020

**Time:** 4.05pm

---

**Venue:** NAWMA Education Centre; 71-75 Woomera Avenue, Edinburgh Parks, and  
 Online Meeting Platform (Zoom)
 

---

## Welcome

### 1. PRESENT

Mr Brian Cunningham	Independent Chairperson
Mr Sam Green	City of Playford (via Zoom)
Cr Shirley Halls	City of Playford (via Zoom)
Cr Clint Marsh	City of Playford (via Zoom)
Mr Charles Mansueto	City of Salisbury (via Zoom)
Cr Julie Woodman	City of Salisbury (via Zoom)
Cr Graham Reynolds	City of Salisbury (via Zoom)
Mr Henry Inat	Town of Gawler (via Zoom)
Cr Paul Koch	Town of Gawler (via Zoom)
Mr Mark Labaz	Independent Audit Committee Chairperson (via Zoom)
Mr Craig Johnson	Independent Audit Committee Member (via Zoom)
Mrs Claudia Goldsmith	Independent Audit Committee Member (via Zoom)

### 2. IN ATTENDANCE

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

### APOLOGIES

Cr Paul Little	Town of Gawler
Cr Diane Fraser	Town of Gawler (Deputy)

### 3. DISCLOSURE OF CONFLICTS

Declaration of the following;

#### Conflicts of Interest

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

*Mr Mansueto declared a material conflict in Item 5.3 and will manage the conflict by leaving the meeting for the discussion.*

### 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 Mr Mansueto that the Minutes of the Northern Adelaide Waste Management Authority Board Meeting held on Thursday, 17 September 2020 be received, confirmed and adopted.

Seconded Cr Marsh **Carried**

Moved Cr Koch that the Circular Resolution of the Northern Adelaide Waste Management Authority Board passed with majority via email, on Tuesday, 17 November 2020 be received, confirmed and adopted.

Seconded Cr Halls **Carried**

Moved Mrs Goldsmith that the Minutes of the Northern Adelaide Waste Management Authority Audit Committee held on Monday, 14 September 2020 be received, confirmed and adopted.

Seconded Mr Johnson **Carried**

## 5. MATTERS ARISING FROM THE MINUTES

### 5.1. Capital Works Program Summary

Moved Cr Woodman that the Report is received and noted.

Seconded Mr Inat **Carried**

### 5.2. Action List

Moved Cr Koch that the Report is received and noted.

Seconded Cr Marsh **Carried**

*Mr Mansueto left the meeting at 4.13pm*

### 5.3. Research Road (Pooraka) Transfer Station Lease

Moved Cr Halls that:

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

Seconded Mr Inat **Carried**

*Mr Mansueto returned to the meeting at 4.22pm*

## 6. QUESTIONS WITHOUT NOTICE

Nil

## 7. CONFIDENTIAL ITEMS

### 7.1. Landfill Alternative Project

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

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



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

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

Seconded Cr Reynolds **Carried**

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

Seconded Cr Woodman **Carried**

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

Seconded Cr Koch **Carried**

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

Seconded Cr Koch **Carried**

## **7.2. Operational Report**

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

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

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

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

Seconded Cr Woodman **Carried**

2. Moved Cr Koch that the Report is received and noted, and the Balefill Management Consultative Committee meeting minutes of 26 October 2020 are noted.

Seconded Cr Halls **Carried**

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

Seconded Cr Halls **Carried**

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

Seconded Cr Halls **Carried**

*Chief Financial Officer left the meeting at 4.59pm*

*Chief Financial Officer returned to the meeting at 5.00pm*

## **7.3. Draft Resourcing Strategy**

1. Cr Halls that the Northern Adelaide Waste Management Authority Board and Audit Committee



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

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

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

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

Seconded Cr Reynolds **Carried**

2. Moved Mr Inat that the Board request a further update on the priorities and timeframe for the Draft Resourcing Strategy at February 2021 Board Meeting.

Seconded Cr Halls **Carried**

3. Moved Cr Halls that under Section 91(7) and (9) of the Local Government Act 1999 the Northern Adelaide Waste Management Authority Board and Audit Committee orders that the report, 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 Cr Marsh that the meeting moves out of confidence

Seconded Cr Koch **Carried**

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

### **Reports for Decision**

#### **8.1. FY20/21 Budget Review One (1)**

Moved Cr Reynolds 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 BR1 to Constituent Councils.

Seconded Mr Green **Carried**

#### **8.2. LGFA CAD Facility**

Moved Mr Mansueto that the Independent Chairman and Chief Executive Officer be authorised to execute the Local Government Finance Authority Cash Advance Loan Agreement under the Common Seal for \$900,000.

Seconded Cr Halls **Carried**

#### **8.3. Long Term Financial Plan (update)**

Moved Mr Green 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. The Board and Audit Committee acknowledge that ongoing bi-annual reviews and updates will be undertaken by NAWMA's Administration along with the Annual Budget, Annual Business Plan and other Budget reviews.

Seconded Cr Halls **Carried**

#### **8.4. Board Self-Assessment Briefing**

Moved Mr Green 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 for consideration, that are consistent with the size and complexity of NAWMA, while retaining Constituent Council representation.

Seconded Cr Reynolds **Carried**

#### **8.5. 2021 Meeting Schedule**

Moved Cr Marsh that the Report is received and noted, and the Audit Committee and Board endorse the proposed dates of the 2021 meeting schedules

Seconded Cr Reynolds **Carried**

### **Reports for Information**

#### **8.6. Resident Engagement Strategy**

Moved Cr Marsh that the Report is received and noted.

Seconded Cr Woodman **Carried**

#### **8.7. 2020/2021 Annual Business Plan Progress Report (Standing Item)**

Moved Mr Inat that the Report is received and noted.

Seconded Mr Mansueto **Carried**

#### **8.8. WHS Steering Committee Minutes (Standing Item)**

Moved Cr Reynolds that the Report is received and noted.

Seconded Cr Woodman **Carried**

### **9. OTHER BUSINESS**

#### **9.1. Advocacy (Standing Item – Verbal Only)**

The Chief Executive Officer provided a brief verbal update.

### **10. NEXT MEETING OF THE BOARD**

The next meeting of the Board is to be held on Thursday, 25 February 2021 at 4.00pm in the NAWMA Education Centre (71-75 Woomera Avenue, Edinburgh).

The next meeting of the Audit Committee is to be held on Thursday, 18 February 2021 at 8.00am in Brian Cunningham's Boardroom (Level 11, 147 Pirie Street, CBD).

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

The meeting closed at 5.43pm.



# Minutes of the Audit Committee of Northern Adelaide Waste Management Authority

---

**Date:** 18/02/2021

**Time:** 8.01am

---

**Venue:** Brian Cunningham's Boardroom: Level 11, 147 Pirie Street, CBD
 

---

## Welcome

### 1. PRESENT

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

### 2. IN ATTENDANCE

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

### APOLOGIES

Nil

### 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.

#### 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 Ms Goldsmith that the Joint Minutes of the Joint Meeting of the Northern Adelaide Waste Management Authority Audit Committee and Board held on Thursday, 19 November 2020 be received, confirmed and adopted upon adoption by Board.

Seconded Cr Reynolds

**Carried**



## 5. BUSINESS ARISING/NEW BUSINESS

The Chair verbally advised the addition of Agenda Item 8.2 – Landfill Alternative Project (verbal only).

## 6. WORK PROGRAM

### 6.1. Work Program/Action List

Moved Mr Johnson that the Report is received and noted.

Seconded Mr Mansueto **Carried**

### 6.2. Capital Works Program Summary

Moved Cr Reynolds that the Report is received and noted.

Seconded Mr Johnson **Carried**

## 7. GENERAL BUSINESS

### 7.1 FY20/21 Budget Review Two (2)

Moved Mr Johnson that:

1. the Report is received and noted, and;
2. the Audit Committee endorse Management to provide the Budget Review Two (BR2) Uniform Presentation of Finances to the NAWMA Board.

Seconded Ms Goldsmith **Carried**

### 7.2 FY21/22 Draft Budget

Moved Mr Mansueto that:

1. the Audit Committee receives the FY21/22 Draft Budget Model Financial Statements, and endorses Management to present the FY21/22 Draft Budget Model Financial Statements to the Board for consideration, and;
2. the Report containing Draft Budget assumptions, key drivers, and other commentary be received and noted.

Seconded Cr Reynolds **Carried**

### 7.3 Business Continuity Plan and IT Disaster Recovery Plan update

Moved Ms Goldsmith that the Audit Committee receive the Report, and note the progress on the development of both the Business Continuity Plan and IT Disaster Recovery Plan.

Seconded Mr Johnson **Carried**

### 7.4 Draft Corporate Risk Register

Moved Ms Goldsmith that:

1. a further Report be tabled at a subsequent Committee Meeting with the advice and input provided by Committee Members into the final Corporate Risk Register for endorsement to the NAWMA Board, and;
2. the Board endorsed Corporate Risk Register remain a live document, and a standing Item on the Audit Committee Agenda for review, reporting and amendments as the risks, actions and controls mature (or emerge) in time.

Seconded Cr Reynolds **Carried**

*Mr Mansueto left the meeting at 8.58am and did not return.*



**7.5 Internal Control Review (update)**

Moved Mr Johnson that the Audit Committee endorse Management's proposed approach to undertake the financial internal control review.

Seconded Cr Reynolds      **Carried**

**8. OTHER BUSINESS**

**8.1 Audit Committee Remuneration Report**

Moved Ms Goldsmith that the Report is received and noted.

Seconded Cr Reynolds      **Carried**

**8.2 Landfill Alternative Project (verbal only)**

NAWMA Chief Executive Officer provided a brief update on the progress of the Landfill Alternative Project.

**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, 29 April 2021 at 4pm in the NAWMA Education Centre (71-75 Woomera Avenue, Edinburgh Parks).

**10. CLOSURE OF THE MEETING**

The meeting closed at 9.13am



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

## Agenda Item 5.1

<b>Report Subject:</b>	Capital Works Program Summary	<b>Report Author:</b>	Chief Executive Officer
<b>Meeting Date:</b>	25 February 2021	<b>Report Type:</b>	Information report (finance, governance)
<b>Attachments:</b>	Nil		

### RECOMMENDATION

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

### Purpose of the Report

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

### Background

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

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

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

### Report

NAWMA is now moving into a period of "consolidation", and the MCA scorecard reproduced in Table 01 remains unchanged from that presented to the Board at the previous meeting. However, through a balanced lens towards current day and the future, the competing priorities continue to evolve which will be evidenced through an update of the MCA before the end of the financial year.

Whether it be federal legislation (such as the COAG recyclables export ban), service level improvements (such as resident engagement), or advising into Council policy (such as sustainable procurement), NAWMA will continue to innovate in order to deliver excellence and reduce costs for Constituent Councils.

With regard to existing projects, the Research Road (Pooraka) Resource Recovery Centre Upgrade has progressed to planning submission stage, with an imminent civil package to precede construction, likely FY22. An independent financial advisor has joined the landfill alternative project feasibility phase, facilitating a market sounding process.

The FOGO bin rollout is awaiting the outcome of consultations with Constituent Councils who are at different levels of engagement with this opportunity.

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

**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



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

## Agenda Item 5.2

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

**Meeting Date:** 25 February 2021 **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	1	3	15	19
Low	-	-	10	10
N/A	1	3	14	18
<b>TOTAL</b>	<b>2</b>	<b>6</b>	<b>44</b>	<b>52</b>

<p align="center"><b>NAWMA Board Meeting Action List</b> Current at February 2021</p>									
	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	When report completed	In Progress	NAWMA have had written assurance from Acting EPA CEO that this will occur in March 2020 (deferred by EPA)
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	FY20/21	In Progress	Workshop held on 11 June 2020 with Constituent Council Operation contacts. Position progressing.
24	14-May-20	7.3	Operational Report	N/A	Whole of NAWMA tour to be organised for Board Directors and Audit Committee members	CEO/EA	Apr-21	In Progress	Tentative date set for April 2021 (pre scheduled Joint Board and Audit Committee Meeting). Item to be discussed at scheduled February 2021 Board Meeting.
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	FY20/21	Complete	Report to be presented at scheduled February 2021 Board Meeting
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	CEO has discussed verbally with City of Salisbury Executive (John Devine). Formal correspondence to accompany executed Lease/finalised site upgrade design
38	17-Sep-20	5.1	Staff Satisfaction Survey	N/A	Pulse-check survey to be completed in July/August 2021 for presentation to September Board Meeting	CEO/EA	Sep-21	To be started	Planning will commence in May/June 2021
39	17-Sep-20	5.2	Landfill Alternative Project	Moderate	Table 01: Summary of the three (3) other Landfill Alternative options to be updated with risks	CEO	Nov-20	Complete	Table updated and to be included in all future Reports
40	17-Sep-20	6.5	Policy Updates	Low	Draft Risk Management Policy to be finalised and distributed to the Board by circular resolution for adoption	CFO	Oct-20	Complete	Policy adopted by Board at November 2020 Meeting
41	17-Sep-20	9.2	FY19/20 Draft Audited Financial Statements	N/A	Chair and CEO to sign the Audited Financial Statements and Management Representation Letter for distribution to Constituent Councils and inclusion in Annual Report	CFO/EA	Sep-20	Complete	Financial Statements signed and distributed to Constituent Councils on 30 September
42	17-Sep-20	9.5	FY19/20 Annual Report (draft)	N/A	2019/2020 Annual Report to be finalised and distributed	EA	Sep-20	Complete	Annual Report distributed on 30 September
43	17-Sep-20	9.6	Board Self-Assessment Briefing	N/A	Item deferred to November Board Meeting	EA	Nov-20	Complete	Item presented at November Board Meeting
44	26-Nov-20	5.3	Research Road (Pooraka) Transfer Station Lease	Moderate	Lease to be executed by Chair and CEO under Common Seal	CEO	Nov-20	Complete	Lease executed in February 2021 and Board presented final report at February Meeting to close matter
45	26-Nov-20	7.1	Landfill Alternative Project	N/A	Workshop to be scheduled for February/March 2021 with SPV, Councils, Board and Audit Committee for Project Briefing	CEO	Feb/Mar 2021	In Progress	Update to be provided to Board at scheduled February 2021 Meeting
46	26-Nov-20	7.3	Draft Resourcing Strategy	Low	Update to be provided to Board at scheduled February Meeting on the priorities and timeframe for the Strategy	CEO	Feb-21	Complete	Item listed on February 2021 Board Agenda for discussion
47	26-Nov-20	8.1	FY20/21 Budget Review One (1)	N/A	BR1 to be distributed to Constituent Councils	CFO	Nov-20	Complete	BR1 distributed to Finance Managers at each Constituent Council
48	26-Nov-20	8.2	LGFA CAD Facility	N/A	Cash Advanced Loan Agreement to be executed by Chair and CEO	CFO	Dec-20	Complete	Agreement executed and returned to LGFA
49	26-Nov-20	8.4	Board Self-Assessment Briefing	Moderate	Yearly Board Self-Assessment to be scheduled	EA	Sep-21	To be started	Planning will commence in June/July 2021
50	26-Nov-20	8.4	Board Self-Assessment Briefing	Moderate	Chair to present a Report on alternative models of governance that are consistent with the size and complexity of NAWMA	Chair	Apr-21	In Progress	
51	26-Nov-20	8.5	2021 Meeting Schedule	N/A	2021 Meeting dates to be distributed to Board Directors and Audit Committee Members	EA	Dec-20	Complete	All dates scheduled into diaries



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

## Agenda Item 5.3

<b>Report Subject:</b>	LGRS Action Plan (standing item)	<b>Report Author:</b>	Chief Executive Officer
<b>Meeting Date:</b>	25 February 2021	<b>Report Type:</b>	Information report (governance, operational, risk)
<b>Attachments:</b>	5.3.1 – NAWMA 2020-21 Risk Evaluation Action Plan Progress Report		

### RECOMMENDATION

**That the Report is received and noted, and the Board continue to be updated on the progress of the Action Plan.**

### Purpose of the Report

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

### Background

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

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

The 2019 Risk Evaluation review identified many non-conformances, which is not uncommon for the first audit under the Scheme. NAWMA are using the findings from the evaluation to prioritise what needs to be done to move NAWMA to a conforming system and inform the next two (2) years of our WHS and Risk work program.

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

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

### Report

NAWMA's WHS and Environmental Officer has continued to make steady progress with the 2021 Action Plan. The first of the twenty-two (22) planned Risk Actions are scheduled for March 2021, with nine (9) of the thirty one (31) planned WHS Actions closed out. A copy of the January Action Plan is appended at Attachment 5.3.1. for the reference of the Board.

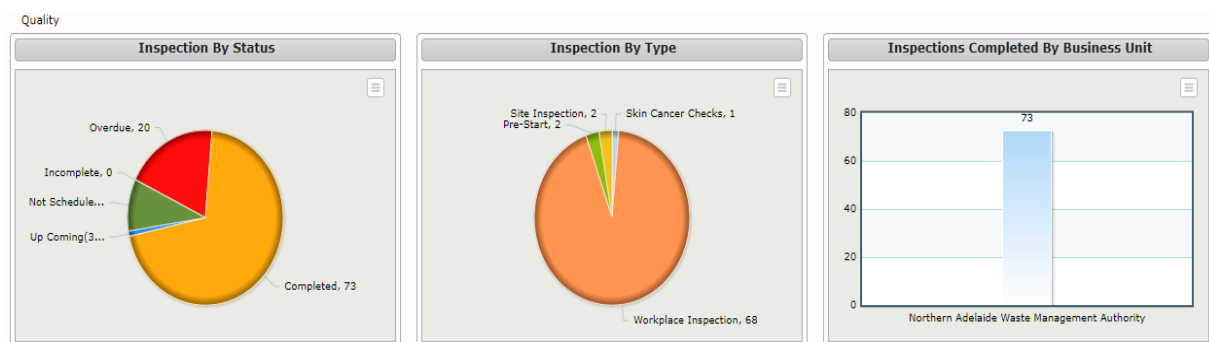


In line with the 2020 approval from the Board, NAWMA is continuing to use the aid of external resourcing to accelerate the WHS Management System development.

The external resource (WHS Consultant) has continued to assist with the implementation, development, and population of data onto the WHS platform, Skytrust. Workplace inspections are now regularly taking place with training packages having been put together and rolled out to NAWMA staff (including contract labour), detailing the use of the Skytrust system. The reporting of hazards and incident reporting are the current focus point.

Figures 1 below shows a snapshot of readily available data from the Skytrust system for the interest of the Board.

**Figure 1: Workplace Inspection data from Skytrust**



Risk actions continue to be progressed with the At the time of writing NAWMA's total Action Plan progress is 29% completion for WHS and Risk 0% completed (as mentioned earlier due to scheduling).

Some positive feedback from the LGAWCS and LGRS peer review team on NAWMA's Action Plan for 2021 are as follows:

- *WHS - This series of actions for 3.8.1 (hazard management) seems to be a strong continuance of the work done under 3.8.1 in the 2020 Action plan and will allow for good foundations in Hazard Management as most issues will have been identified and being addressed on a risk priority basis. Great to see this area being addressed - not commonly found in Local Government sector.*
- *RISK - "The Risk Actions are quite succinct and will see the site progress its risk management systems, the content of the actions is great."*





## NAWMA 2020-21 Risk Evaluation Action Plan Progress Report

Dated	NAWMA		Monitoring Report for the month of: January	Name, Date and Version No of NAWMA approved Plan		Oct-20	Nov-20	Dec-20	Jan-21
31/01/2021									
<p><i>Please note: The close out date for the completion of 2020-2021 actions is 30th September 2021.</i></p> <p><i>Applications for extensions must be provided to the LGAWCS WHS and Risk Manager, outlining why special consideration should be given.</i></p>					Planned	1	2	5	1
					Completed	1	2	5	1
					Planned YTD	1	3	8	9
					Completed YTD	1	3	8	9
						100%	100%	100%	100%
Shows when action is planned					P				
Shows when a planned action was completed (as planned)					C				

Evaluation Score	Sub-Element or Procedural Validation Reference	Due	Evaluation Finding	Action Agreed	Progress / Evidence	Responsible Person	Oct-20	Nov-20	Dec-20	Jan-21
<b>WORK HEALTH AND SAFETY</b>										
	1.2.1	Dec-20		Develop Implementation Plan for Confined Space Procedure	Confined Spaces Implementation Checklist developed on 1/12/20. Checklist to be uploaded into Skytrust	WHS & Environmental Officer and LGAWCS Consultant			C	
		Jan-21		Develop Implementation Plan for Hazardous Chemicals Procedure	Hazardous Chemical Implementation Checklist developed on 19 /1/21. document control to be applied and checklist to be uploaded into Skytrust	WHS & Environmental Officer and LGAWCS Consultant				C
	3.5.1	Dec-20	Current records of consultation not conforming to PSSI 3.5.1	Develop Record of Consultation Form in consultation with Key Stakeholders	Form has been developed	WHS & Environmental Officer			C	
		Nov-20		Undertake a Chemical Stocktake for all sites in consultation with key staff		WHS & Environmental Officer		C		
		Dec-20		Develop/Populate a Chemical Register in ChemAlert for all sites	Chemical register developed and populated in ChemAlert December 2020	WHS & Environmental Officer			C	
		Dec-20		Traning on Chemalet Risk Assessments with Key Staff	LGRS on 9th December undertook training with Jason and Scott	WHS & Environmental Officer & LGRS			C	
		Dec-20		Develop a Compliance Register in Skytrust	Compliance register uploaded into Skytrust 25/11/2020	WHS & Environmental Officer & External WHS Consultant		C		
		Oct-20		As identified in workplace inspection at Landfill site.Details in CAPA. Risk Assess Leachate Ponds.		WHS & Environmental Officer & External WHS Consultant	C			
		Nov-20		As identified in workplace inspection at Landfill site. Install perimeter fencing around both ponds,	Fence installed at the Landfill December 2020				C	



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

## Agenda Item 5.4

<b>Report Subject:</b>	Research Road (Pooraka) Transfer Station Lease	<b>Report Author:</b>	Chief Executive Officer
<b>Meeting Date:</b>	25 February 2021	<b>Report Type:</b>	Information report (operational, governance)
<b>Attachments:</b>	Nil <i>Executed Research Road (Pooraka) Transfer Station Lease available upon request (soft copy)</i>		

### RECOMMENDATION

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

### Purpose of the Report

To provide the Board with a final report on 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

NAWMA has finalised the site upgrade design and lodged planning submissions.

City of Salisbury has drafted 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.



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

## Agenda Item 5.5

<b>Report Subject:</b>	Vacant Land Disposal	<b>Report Author:</b>	Chief Executive Officer
<b>Meeting Date:</b>	25 February 2021	<b>Report Type:</b>	Information report (operational, governance)
<b>Attachments:</b>	Nil		

### RECOMMENDATION

That the Report be received and noted.

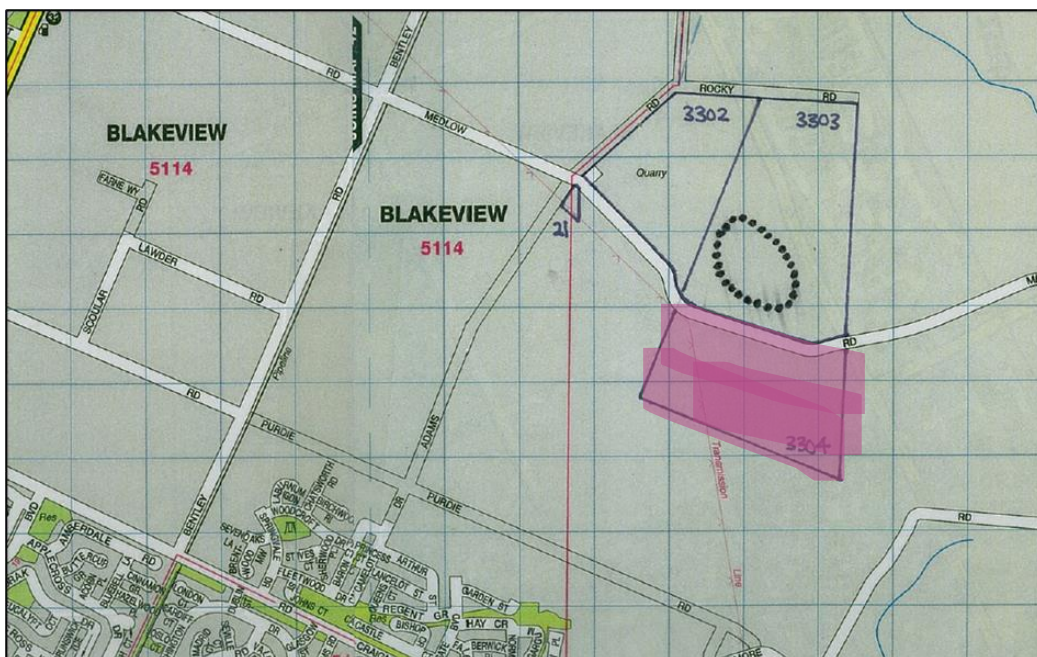
### Purpose of the Report

To provide the Board with an update on investigations relating to the possible disposal of vacant land.

### Background

At the 14 May 2020 NAWMA Board Meeting, a Report was tabled presenting information pertaining to vacant land that NAWMA owns, that acts as a buffer to the Uleybury Landfill. Refer Figure 01, with the vacant land in question being Section 3304, highlighted, and the active Uleybury Landfill (dotted line) across Section 3303.

**Figure 01: Graphical Representation of NAWMA Vacant Land, adjacent to other landholdings (including the active Uleybury Landfill).**



Given the Uleybury Landfill is in its final 5-6 year phase of landfilling, NAWMA's Administration flagged this asset for the Boards consideration.

At the Board Meeting of 14 May 2020, the NAWMA Board resolved;

#### **8.6. Vacant Land Disposal**

Moved Cr Woodman that the Board endorse NAWMA's Chief Executive Officer to investigate the possible sale of the vacant land known as 3304, CT Volume 5330, Folio 351, with a Report to be tabled at a subsequent Board Meeting

Seconded Mr Mansueto

**Carried**

Documented in NAWMA's Action Program (refer Agenda Item 5.2), there was intention from the NAWMA Board, quite prudently, to further investigate and consider the strategic opportunities including the justification for the disposal/sale of this asset prior to furnishing a subsequent detailed Report.

#### **Report**

This landholding has been revalued in line with NAWMA's revaluation schedule, at approximately a value of \$300,000.

The current site value from the Valuer General is around \$400,000. A price guide received from a real estate agent came in at around \$600,000.

NAWMA's financial position has improved since May 2020, and as per the financial papers presented in this Agenda (refer Agenda Item 8.1) the forecast position is also expected to improve, as is detailed in the Draft FY22 Budget (refer Agenda Item 8.2). There is a consensus within NAWMA's Administration that the property will increase in value once the landfilling activity has ceased and capping and primary rehabilitation has been completed (including landscaping and planting as require by the Landfill Environment Management Plan). NAWMA is also entering a period of relative consolidation, albeit with a very strategically crowded forward year projection of works.

A combination of these elements do not increase the justification to further investigate the sale of this asset, hence the recommendation is for this vacant land asset to remain as buffer land for the Uleybury Landfill at this time.



**Confidential Items removed**

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

## Agenda Item 8.1

<b>Report Subject:</b>	FY20/21 Budget Review Two	<b>Report Author:</b>	Chief Financial Officer
<b>Meeting Date:</b>	25 February 2021	<b>Report Type:</b>	Decision report (finance, governance)
<b>Attachments:</b>	8.1.1 – FY20/21 Budget Review Two (BR2) Uniform Presentation of Finances		

### RECOMMENDATION

That:

1. the Report is received and noted,
2. Budget Review Two (BR2) Uniform Presentation of Finances is adopted, and;
3. the Board endorse Management to provide Budget Review Two (BR2) Uniform Presentation of Finances to Constituent Councils.

### Purpose of the Report

To provide the Board an opportunity to review Budget Review Two (BR2) 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.

The Board will recall Budget Review (BR1) was received and endorsed at the joint sitting in November 2020.

This report contains the second Budget Review (BR2), and the subsequent Budget Review (BR3) is scheduled to be presented to the Board in April 2021 for endorsement.

Budget Review Two (2) was presented to the NAWMA Audit Committee on Thursday 18 February 2021 for review, and was subsequently endorsed to the Board for adoption.

### Report

Management is pleased to advise a further reduction in the operating deficit for the 2020/21 financial year from the initial Budget deficit of \$1.5M, and \$985k deficit at BR1, to \$371k deficit presented in Budget Review Two (BR2).

This latest improvement in operating result for this financial year is predominantly driven by the following key changes:

- a further price relief on both recycled cardboard and soft mixed paper in the global and domestic trading market. The Board will appreciate the volatility of this commodity leads to some uncertainty on forecast revenues for this matter,



- a noticeable increase in number of users and visits in both Edinburgh North and Research Road Resource Recovery Centres, we believe due to continued resident behaviour and patterns (work from home, less travelling) resultant from COVID restrictions,
- the commencement of a new supply agreement with a large recyclables material provider to secure existing and additional recycling materials for the long term, effective December 2020, and;
- continued austerity and efficiency measures and efforts in managing additional volume and increased services within limited resources and expenditure.

The revenue boosting and cost reduction measures above are somewhat offset by;

- a reduction in NAWMA revenue from the implementation of price reduction measures from 1 January 2021 (as mooted in BR1) for Constituent Councils for efficiency measures (eg more glass fines being used in Council trials, and removing kitchen caddy pass through costs).
- As per the standing resolution of the NAWMA Board, and NAWMA Annual Business Plan, NAWMA's Administration have undertaken a comprehensive scenario analysis during BR2 considerations and are proposing to reduce the Temporary Recyclables Processing Gate Fee by \$5 per tonne from 1 April 2021. The rationale is two-fold; (1) BR2 reflects a large portion of the financial year giving NAWMA's Administration (somewhat) more confidence to forecast recycled cardboard and paper prices, and (2) NAWMA Administration anticipate this modest cost relief will offset some of unexpected waste cost of Constituent Councils due to the volume growth in disposed wastes from both kerbside bins and hard waste service (as outlined below).

While these next two (2) elements are uncontrolled by NAWMA, material pass through costs to Constituent Councils that are noteworthy are;

- a sustained and material increase in the volume of household waste, recyclables, and organic waste coming from three kerbside bin collections in the region (Constituent Councils). This material volume increase is mirrored by incoming recycling volume spikes presented at the MRF by Client Councils, and;
- a sustained increase in the participation of the Constituent Council hard waste service, particularly for City of Playford and City of Salisbury.

These two (2) matters counteract the improved financial position of NAWMA for Constituent Councils and NAWMA is alive to the fact that the increase in waste volumes (in particular hard waste) is placing cost pressures on some Constituent Councils.

Appendix 1 enclosed in this paper has provided the details of variance analysis between Budget Review One (BR1) and Budget Review Two (BR2) for the Board's review.

### **Operating Result Ratio and Cash Position**

As per the Financial Statements enclosed, the operating result ratio in this revised Budget has enhanced from -3.6% in original budget and -2.3% in BR1, to currently -0.84% in BR2.

The upgraded operating result has improved the net cash equivalents projected at the end of the 2020/21 financial year, which is projected to uplift to approximately \$4.1M (from \$2.7M). However, given NAWMA's operating performance is heavily influenced by the volatile global recycled commodity market, NAWMA's Administration will closely monitor and track the operating performance and net cash flows from operating activities and provide timely update to the Board at subsequent Budget Review(s).



## Northern Adelaide Waste Management Authority

### Uniform Presentation of Finances

2019/20 \$000 Actual		2020/21 \$000 Adopted Budget	2020/21 \$000 BR1	2020/21 \$000 BR2
38,858	Operating Revenues	41,677	42,833	43,875
(40,166)	Operating Expenses	(43,195)	(43,818)	(44,246)
(1,308)	<b>Operating Surplus / (Deficit)</b>	(1,518)	(985)	(371)
<b>Net Outlays on Existing Assets</b>				
-	Capital Expenditure on renewal and replacement of Existing Assets	-	(25)	(25)
2,841	Depreciation, Amortisation and Impairment	2,735	3,092	3,164
-	Proceeds from Sale of Replaced Assets	-	-	-
2,841		2,735	3,067	3,139
<b>less Net Outlays on New and Upgraded Assets</b>				
(3,663)	Capital Expenditure on New and Upgraded Assets	-	(1,500)	-
2,085	Amounts received specifically for New and Upgraded Assets	-	176	370
-	Proceeds from Sales of Replaced Assets	-	-	-
(1,578)		-	(1,324)	370
(45)	<b>Net Lending / (Borrowing) for Financial Year</b>	1,217	758	3,138



## Northern Adelaide Waste Management Authority

## Statement of Comprehensive Income

2019/20 \$000 Actual		2020/21 \$000 Adopted Budget	2020/21 \$000 BR1	2020/21 \$000 BR2
<b>Income</b>				
38,644	User Charges	41,214	42,456	43,510
210	Investment Income	193	153	178
-	Reimbursements	-	-	-
4	Other	270	224	187
<b>38,858</b>	<b>Total Income</b>	<b>41,677</b>	<b>42,833</b>	<b>43,875</b>
<b>Expenses</b>				
3,042	Employee Costs	3,186	3,165	3,629
33,754	Materials, Contracts and Other Expenses	36,744	37,063	36,951
2,841	Depreciation, Amortisation and Impairment	2,735	3,092	3,164
529	Finance Costs	530	498	502
-	Other Expenses	-	-	-
<b>40,166</b>	<b>Total Expenses</b>	<b>43,195</b>	<b>43,818</b>	<b>44,246</b>
<b>(1,308)</b>	<b>Operating Surplus / (Deficit)</b>	<b>(1,518)</b>	<b>(985)</b>	<b>(371)</b>
<b>(48)</b>	<b>Net Gain / (Loss) on Disposal of Assets</b>	-	-	-
1,525	Amounts received specifically for new/upgraded assets	-	736	-
<b>169</b>	<b>Net Surplus / (Deficit)</b>	<b>(1,518)</b>	<b>(249)</b>	<b>(371)</b>
<b>Other Comprehensive Income</b>				
-	Other Comprehensive Income	-	-	-
<b>169</b>	<b>Total Comprehensive Income</b>	<b>(1,518)</b>	<b>(249)</b>	<b>(371)</b>

## Northern Adelaide Waste Management Authority

## Statement of Cash Flows

2019/20 \$000 Actual		2020/21 \$000 Adopted Budget	2020/21 \$000 BR1	2020/21 \$000 BR2
<b>Cash Flows from Operating Activities</b>				
37,972	Operating Receipts	41,484	42,680	43,697
210	Investment Receipts	193	153	178
(34,807)	Operating Payments	(40,999)	(40,228)	(40,580)
(504)	Finance Payments	(345)	(498)	(502)
<b>2,871</b>	<b>Net cash provided by (used in) operating activities</b>	<b>333</b>	<b>2,107</b>	<b>2,793</b>
<b>Cash Flows from Investing Activities</b>				
2,085	Amounts specifically for new or upgraded assets	-	176	370
15	Sale of Replaced Assets	-	-	-
-	Expenditure on Renewal/Replacement Assets	-	(25)	(25)
(3,663)	Expenditure on New/Upgraded Assets	-	(1,500)	-
<b>(1,563)</b>	<b>Net cash provided by (used in) investing activities</b>	<b>-</b>	<b>(1,349)</b>	<b>345</b>
<b>Cash Flows from Financing Activities</b>				
2,236	Proceeds from Borrowings	-	900	-
(1,137)	Repayment of Borrowings	(1,056)	(1,205)	(1,205)
(1,216)	Repayment of Lease Liabilities	-	(1,567)	(1,567)
<b>(117)</b>	<b>Net cash provided by (used in) financing activities</b>	<b>(1,056)</b>	<b>(1,872)</b>	<b>(2,772)</b>
<b>1,191</b>	<b>Net Increase (Decrease) in cash held</b>	<b>(723)</b>	<b>(1,114)</b>	<b>366</b>
<b>2,613</b>	<b>Cash &amp; Cash Equivalents at the beginning of the period</b>	<b>1,184</b>	<b>3,804</b>	<b>3,804</b>
<b>3,804</b>	<b>Cash &amp; Cash Equivalents at the end of the period</b>	<b>461</b>	<b>2,690</b>	<b>4,170</b>

## Northern Adelaide Waste Management Authority

## Statement of Financial Position

2019/20 \$000 Actual		2020/21 \$000 Adopted Budget	2020/21 \$000 BR1	2020/21 \$000 BR2
<b>Current Assets</b>				
3,804	Cash & Cash Equivalents	461	2,690	4,170
3,848	Trade & Other Receivables	3,172	3,848	3,848
25	Stock on Hand	65	25	25
<b>7,677</b>	<b>Total Current Assets</b>	<b>3,698</b>	<b>6,563</b>	<b>8,043</b>
<b>Non-Current Assets</b>				
-	Financial Assets	-	-	-
23,828	Infrastructure, Property, Plant and Equipment	19,399	22,261	20,689
<b>23,828</b>	<b>Total Non-Current Assets</b>	<b>19,399</b>	<b>22,261</b>	<b>20,689</b>
<b>31,505</b>	<b>Total Assets</b>	<b>23,097</b>	<b>28,824</b>	<b>28,732</b>
<b>Current Liabilities</b>				
5,856	Trade & Other Payables	3,410	5,296	6,226
2,522	Borrowings	1,099	1,399	1,399
255	Provisions	191	255	255
<b>8,633</b>	<b>Total Current Liabilities</b>	<b>4,700</b>	<b>6,950</b>	<b>7,880</b>
<b>Non-Current Liabilities</b>				
-	Trade & Other Payables	-	-	-
3,502	Provisions	2,698	3,502	3,502
12,446	Borrowings	10,767	11,697	10,797
<b>15,948</b>	<b>Total Non-Current Liabilities</b>	<b>13,465</b>	<b>15,199</b>	<b>14,299</b>
<b>24,581</b>	<b>Total Liabilities</b>	<b>18,165</b>	<b>22,149</b>	<b>22,179</b>
<b>6,924</b>	<b>Net Assets</b>	<b>4,932</b>	<b>6,675</b>	<b>6,553</b>
<b>Equity</b>				
6,264	Accumulated Surplus	4,272	6,015	5,893
660	Asset Revaluation Reserve	660	660	660
<b>6,924</b>	<b>TOTAL EQUITY</b>	<b>4,932</b>	<b>6,675</b>	<b>6,553</b>

# Northern Adelaide Waste Management Authority

## Statement of Changes in Equity

2019/20 \$000 Actual		2020/21 \$000 Adopted Budget	2020/21 \$000 BR1	2020/21 \$000 BR2
<b>Accumulated Surplus</b>				
6,095	<b>Balance at beginning of period</b>	5,790	6,264	6,264
169	Net Surplus / (Deficit)	(1,518)	(249)	(371)
-	Transfers from reserves	-	-	-
-	Transfers to reserves	-	-	-
-	Distribution to Councils	-	-	-
<b>6,264</b>	<b>Balance at end of period</b>	<b>4,272</b>	<b>6,015</b>	<b>5,893</b>
<b>Asset Revaluation Reserve</b>				
660	<b>Balance at beginning of period</b>	660	660	660
-	Gain on Revaluation of Property, Plant and Equipment	-	-	-
-	Transfers from reserve	-	-	-
<b>660</b>	<b>Balance at end of period</b>	<b>660</b>	<b>660</b>	<b>660</b>
<b>6,924</b>	<b>Total Equity</b>	<b>4,932</b>	<b>6,675</b>	<b>6,553</b>

## Appendix 1 - NAWMA BUDGET REVIEW 2 (BR2) VARIANCE ANALYSIS

	FY 20/21 (BR2)	FY20/21 (BR1)	Variance	Comments
Kerbside Waste and Transfer Station Sales, Total	(34,084,826)	(33,227,378)	857,448	Further increased volume in Kerbside waste, hard waste participation and number of visits in both two RRCs
Marketable Materials, Total	(6,817,779)	(6,585,221)	232,557	Improvements global fibre market pricing as well a national plastic pricing, combined with a slight volume increase through the MRF resulting in increased gate fee takings. \$15 council fee proposed decrease to \$10 from 1/3/2021
Mgb Sales & Registrations, Total	(671,615)	(715,638)	(44,023)	Lower bin uptake and remove kitchen caddy charges to Constituent Councils
Administration Income, Total	(2,221,640)	(2,234,002)	(12,362)	Further decline in spot pricing for solar/gas LGC's
Other Income, Total	(78,598)	(70,762)	7,836	Increased hard waste uptake
<b>Revenue, Total</b>	<b>(43,874,457)</b>	<b>(42,833,001)</b>	<b>1,041,456</b>	
Waste Disposal Costs, Total	27,006,294	26,719,299	286,995	Disposal cost increases due to further increased waste volume
Employee Costs, Total	8,148,050	7,954,750	193,300	Conversion of casual labour to FTEs
Governance, Total	100,154	102,661	(2,507)	
Work, Health & Safety, Total	128,599	119,701	8,898	Slight increase in costs to improve safety across all sites including training and PPE
Administration & Promotion, Total	1,461,182	1,505,824	(44,642)	General cost savings across the corporate service through austerity measures
Operating Costs, Total	3,661,692	3,782,303	(120,611)	Labour hire costs reduction, combined with increased costs in waste transport costs due to increased waste volume
Finance Costs, Total	575,971	541,926	34,045	Merchant fee increases due to increased number of visits and cashless transactions in RRCs
Dep, Amort, Impair & Provisions, total	3,164,484	3,092,122	72,361	Adjustment for change in estimated landfill closure provisions
<b>Expenses, Total</b>	<b>44,246,425</b>	<b>43,818,585</b>	<b>427,840</b>	
<b>Operating Surplus/Deficit</b>	<b>371,967</b>	<b>985,584</b>	<b>(613,616)</b>	
Revenue received specifically for assets	\$0	(736,250)	736,250	Grant income moved out from this FY to the next year as the capital work for Research Road Transfer Station upgrade is expected to be delayed into next financial year.
<b>Net Surplus/Deficit</b>	<b>371,967</b>	<b>249,334</b>	<b>122,634</b>	



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

## Agenda Item 8.2 - UPDATED

<b>Report Subject:</b>	2021/2022 Draft Budget	<b>Report Author:</b>	Chief Executive Officer
<b>Meeting Date:</b>	25 February 2021	<b>Report Type:</b>	Decision report (finance, governance)
<b>Attachments:</b>	8.2.1 - 2021/2022 Draft Budget Model Financial Statements 8.2.2 - 2021/2022 Draft Business Unit Budget 8.2.3 - 2021/2022 Draft Constituent Council Cost Allocations 8.2.4 – 2021/2022 Draft Gate Fee Charges		

### RECOMMENDATION

That:

1. the Report containing Draft Budget assumptions, key drivers, and other commentary be received and noted,
2. the Board endorse the Draft 2021/2022 Budget for consultation with Constituent Councils prior to being returned for the NAWMA Board to reconsider and adopt at the June 2021 Board Meeting, and;
3. NAWMA's Chief Executive Officer and Independent Chairman offer to present the Draft 2021/2022 Budget to each respective Constituent Council.

### Purpose of the Report

To provide the NAWMA Board with the 2021/2022 Draft Budget and the key assumptions, preparatory commentary, and overview summaries for consideration.

### Background

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

#### **BUDGETS**

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

*The budget must:*

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

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



This Report includes the 2021/22 Draft Budget “pack”, including budget assumptions and budgeted financial position for the Boards review. Following review, NAWMA’s Administration seek endorsement to commence formal consultation with Constituent Councils as prescribed by the Act, Regulations and Charter.

A Final Draft Budget will be presented to the NAWMA Board after 31 May 2020 (typically the June Board Meeting), accompanied by the Annual Business Plan.

## Report

The 2021/22 Draft Budget has been modelled mostly under the lens of “business as usual” and guided by a principle of business consolidation (off the back of three fiscal periods of rapid growth). Several key assumptions have been made, typically about the future recycled commodity revenues, market conditions, general economic conditions, Constituent Council Policies and growth, and environmental regulations.

### A. KEY BUDGET ASSUMPTIONS

#### 1. The Sale Prices of Basket of Goods (sale of recovered recyclables into onshore and offshore commodity markets)

The value of recycled paper and cardboard is one of key factors for NAWMA’s financial operating result, given these two commodities comprise approximately 50% of the total recycling materials from yellow lid recycling bins (and therefore 50% of circa \$5M revenue). The Board will appreciate the wildly fluctuating nature of this commodity, with recent swings as severe as minus \$35/tonne through to positive \$160/tonne.

The 2021/22 Draft Budget, recycled commodity revenues are based on published Market Intelligence (RISI, January 2021), and actual pricing indicators from NAWMA forward sales. The Draft Budget assumptions are already a material deviation from those set in 2020/2021 Budget and NAWMA’s Long-Term Financial Plan.

#### 2. Gate Fee and Charges

The new gate fee and charges in each business unit/service are updated as per following assumptions in Table 1.

**Table 1; Gate Fee and Charges Assumptions Summary**

Business Units/ Services	Fee and Charge Assumptions
Kerbside Collection Service (three-bin systems and hard waste collection)	Business as usual, and pass-through cost only. Note, the significant material volumes being experienced in FY21 have been used to account for growth, hence a relatively BAU approach to this budget driver. The Kerbside Collection Contract price escalation mechanism otherwise dictates the pass through costs
Resource Recovery Centres (RRCs at Edinburgh North and Research Road)	Nil or a modest gate fee increase on all waste disposals to ease the anticipated cost pressure on waste handling and waste disposal.
Hard Waste Voucher	A minor price uplift to participating councils to recover the processing and disposal cost increase only



Administration Income ( <i>Waste Management Fee</i> )	A modest increase (less than projected Local Government Award Salary Increase) to reflect increased service levels to Constituent Councils (particularly around hard waste service administration which is absorbing significant growth in resident enquiries) and cost pressure on labour cost
Material Recovery Facility (MRF)	Client (Non-member) Councils: a similar gate fee level and mechanism have been projected in the draft budget as current financial year (the 2020/21 financial year)
	Constituent Councils: Using the recycled commodity pricing assumption, NAWMA Administration are proposing a reduction in the Temporary Recyclables Processing Gate Fee for Constituent Councils, a further reduction from that proposed in FY21 BR2. Client Councils: Continue user pays as per Contract(s).
Waste Baling Shed (General Waste Handling at Edinburgh North site) and Uleybury Landfill	CPI increase on waste operating cost plus any pass through the Solid Waste Levy increases. The price advantage between Constituent Councils ("member council rate") and commercial customers remains.

### 3. General Assumptions

The general assumptions are applied to NAWMA's 2021/2022 Draft Budget listed in Table 3 below.

**Table 3; General Assumptions across Business Units**

Elements	Assumptions
Solid Waste Levy	NAWMA have projected Solid Waste Levy to uplift by \$4/tonne from currently \$143/tonne to \$147/tonne in the 2021/22 financial year, subject to Solid Waste Levy update from EPA (typically gazetted in May/June each financial year)
Consumer Price Index (CPI)	The CPI is projected to rise by 1.5% in the 2021/22 financial year.
Local Government Award Salary Increase	Local Government Award salary increase is projected to be circa. 2.0% year on year, which is in accordance with the uplift in the current financial year.
Waste Management Award Increase	Waste Management Award wage increase is projected to be circa. 2.0% year on year similar with the current financial year.
Industrial Risk Insurances	Local Government Mutual Liability Scheme provides the insurance cover to all NAWMA's properties except Edinburgh North site (owned by a third and private equity party).





	Edinburgh North site is projected to continue being insured under the foreign insurance and paying as same premium as the current financial year backing for its operations at Edinburgh North site.
Cost of Finance	The Cost of Finance is projected to be 1.45% per annum in the 2021/22 financial year, which is the discounted interest rate of NAWMA's cash advance debenture loan provided by LGFA.

#### **4. Growth in Kerbside Collections (housing growth indicators, kerbside waste volume)**

In 2021/22 Draft Budget, the number of households for three (3) Constituent Councils has been projected to trend a similar increase as in this financial year. Subject to the budgeted growth data provided by Constituent Councils during formal budget consultation, the number of households might be adjusted should the growth variance between NAWMA and Constituent Councils be material.

In the last six (6) months as of 31 December 2020, household waste, recyclables, organic waste collected in the region (Constituent Councils) has shown a significant weight increase in each kerbside bin compared with the same period of the prior year. This large volume increase, especially in second quarter, we believe is heavily driven by the travel restrictions (much less interstate and overseas travelling for South Australian's during the festival season). Given this is unsure and short-term impact, NAWMA Administration have budgeted no year-on-year average weight increase in each kerbside bin in the draft budget for the next financial year, in comparison with 2021/2022 Budget Review Two (BR2).

#### **5. Growth in Hard Waste Service**

Hard Waste service has been very successfully embraced by residents since Constituent Councils each shifted their policy positions over the past 1-2 years. NAWMA promotes and executes this service to our communities on behalf of Constituent Councils. The participation of hard waste service is constantly growing each year and is expected to be continued in future years.

In accordance with historical trending, NAWMA Administration have factored in approximately 10% and 5% annual growth for hard waste collection and vouchers respectively. While this is a pass-through cost for NAWMA, it is a substantial and sustained increase in service cost for Council's, particularly City of Playford and City of Salisbury, where participation in the service continues to exceed expectations.

#### **6. Asset Renewal and Upgrade**

Table 4 overleaf has listed major asset renewal and upgrade projected in the Draft 2021/22 Budget.



**Table 4; Capital and Major Operational Expenditure projected in Draft 2021/22 Budget**

	<b>FY21/22 ('000) Draft Budget</b>
<b>CAPITAL EXPENDITURE (NON-OPERATING)</b>	
Research Road Upgrade (Constructions)	\$1,500
Business ICT Systems Upgrade	\$10
<b>MAJOR OPERATIONAL EXPENDITURE (NEW)</b>	
MRF Critical Spares	\$140
<b>TOTAL ASSET RENEWAL AND UPGRADE</b>	<b>\$1,650</b>

## 7. Human Resources

As per the proposed NAWMA Resourcing Strategy seen at Agenda Item 7.4, the Draft Budget allows for the implementation of the strategy to support NAWMA's lean structure, rapid and sustained business growth since 2017.

The costs associated with new human resourcing in corporate service, finance, and resident engagement have been built into NAWMA's 2021/2022 Draft Budget. The new resources are projected to be funded from NAWMA's ordinary operations.

## B. The 2021/22 DRAFT BUDGET FINANCIAL REVIEW

### 1. Operating Performance

In 2021/22 Draft Budget, NAWMA Management have projected to deliver a modest operating surplus of circa. \$97k. Essentially a balanced Draft Budget.

This Draft Operating Result is an operating performance improvement in comparison with the forecast Budget Review Two (BR2) (subject to NAWMA Board endorsement) for the current financial year of a circa \$371K deficit. The two key factors of this movement are summarised below:

- Projected recycled commodity revenues
- Projected sustained revenues at RRC's
- Continued austerity and efficiency measures

### 2. Key Financial Indications (KPIs)

#### 2.2 OPERATING RESULT RATIO

The new operating result ratio for the 2021/22 financial year is projected at circa. 0.2%, which proves the improvement of NAWMA's financial and operational stability in comparison with the current year (forecast at circa. -0.84% in BR2) and the prior year. This ratio is within the acceptable range deemed in NAWMA's Treasury Policy endorsed by NAWMA Board and Audit Committee.

#### 2.3 NET FINANCIAL LIABILITY RATIO



Table 5 below demonstrates that NAWMA's Net Financial Liability Ratio projected in the 2021/2022 Draft Budget has followed the similar pattern as operating result ratio and within the Net Financial Liability Ratio ceiling (up to 40%) in NAWMA's Treasury Management Policy.

**Table 5; Net Financial Liability Ratio in Draft 2021/22 Budget**

	<b>2020/21 Budget Review Two (BR2)</b>	<b>2021/22 Draft Budget</b>
Total Borrowings ('\$000)	7,547	6,449
Total Revenue ('\$000)	43,874	44,304
<b>Net Financial Liability Ratio (targeted range: &lt; 40%)</b>	17%	15%

### 3. Cash Flows

According to Statement of Cash Flows in Draft Budget, NAWMA's cash position at the end of reporting period (30 June 2022) is projected at approximately \$3.8M. Under this forecast, the upgraded cash position has provided NAWMA the opportunities to improve essential asset upgrades and renewals in the next three years. NAWMA's Administration will continue to provide the Board with the ongoing cash position update through future meetings.

### C. FEE ALLOCATIONS TO CONSTITUENT COUNCILS IN 2021/22 DRAFT BUDGET

As explained in the section of Gate Fee and Charges, NAWMA Management has proposed nil or a modest increase in gate fee and processing costs in 2021/22 Draft Budget across all the business units.

Across all controllable elements (Admin fees, Waste processing fee and collection fees), NAWMA's Draft FY22 Budget is proposing an average increase for Constituent Councils of approximately 0.8%, while non-controllable costs (solid waste levy, hard waste participation etc) is proposed to increase by an average of 3.3%.

Table 6 below has summarised the proposed charge rates for most of waste services provided by NAWMA to Constituent Councils in both current and next financial years.

**Table 6; NAWMA Gate Fee and Charge to Constituent Councils**

Item	Current Fee (ex GST)	01 July 2021 Fee (ex GST)	Variance (%)
Member Waste (processing)	\$55.20	\$55.90	Circa.1.3%
Member Waste (Solid Waste Levy, subject to the notice by EPA)	\$143.00	\$147.00	Circa.2.8%
Kerbside Green Organics	\$30.50	\$30.50	Nil
MRF Gate Fee	\$15.00	\$5.00	Circa. -66.7%



<b>MRF Glass Fines</b>	\$166.50 from July to Dec 2020; \$100 from Jan to June 21;	\$103.00	Circa. -22.7%
<b>Street Sweepings</b>	\$50.50	\$50.50	Nil
<b>Hard Waste Voucher (disposed at NAWMA RRCs)</b>	\$78.20	\$79.80	Circa 2.0%
<b>Extra Voucher</b>	\$22.00	\$22.50	Crica.2.2%
<b>Mattress</b>	\$30.00	\$30.00	Nil

*A full list of public and Council gate fees is appended overleaf.*

### ***City of Salisbury Draft 2021/2022 Fee Allocations***

When compared to NAWMA's current adopted Budget position (BR1) NAWMA's Draft 2021/2022 Budget proposes an overall 3.31% fee increase for City of Salisbury.

This comprises of approximately 0.38% increase from NAWMA's "controllable costs" after taking into account austerity and efficiency savings from NAWMA, while "non controllable costs" make up the remaining 2.92% proposed fee increase.

Refer to Table 7 for a summary of controllable and non-controllable cost definitions, and the appended Breakdown of Cost Allocations for further details.

### ***City of Playford Draft 2021/2022 Fee Allocations***

When compared to NAWMA's current adopted Budget position (BR1) NAWMA's Draft 2021/2022 Budget proposes an overall 6.1% fee increase for City of Playford.

This is a deviation from the other two Constituent Council proposed fee increases, however approximately 75% or 4.63% of this is made up from "non-controllable" NAWMA costs such as a significant and sustained increase in participation and volumes from City of Playford's successful hard waste service policy (approximately \$236k year on year increase is forecast), and Solid Waste Levy attracted to the higher waste volumes (approximately \$200k increase year on year). When compared to the "controllable" costs under NAWMA's direct influence is proposed at a modest 1.47%.

Refer to Table 7 for a summary of controllable and non-controllable cost definitions, and the appended Breakdown of Cost Allocations for further details.

### ***Town of Gawler Draft 2021/2022 Fee Allocations***

When compared to NAWMA's current adopted Budget position (BR1) NAWMA's Draft 2021/2022 Budget proposes an overall 2.32% fee increase for Town of Gawler.

This comprises of approximately 0.87% increase from NAWMA's "controllable costs" after taking into account austerity and efficiency savings from NAWMA, while "non controllable costs" make up the remaining 1.46% proposed fee increase.

Refer to Table 7 for a summary of controllable and non-controllable cost definitions, and the appended Breakdown of Cost Allocations for further details.



**Table 7: Controllable and Non-Controllable Cost Driver Definitions**

NAWMA “controllable” cost drivers	Administration, waste, green waste, and recyclables processing fees (including efficiency, austerity, discounts, temporary recyclables processing fee), kerbside collections
NAWMA “non controllable” cost drivers	Growth, waste volume increases, Solid Waste Levy, hard waste participation



# Northern Adelaide Waste Management Authority

## Uniform Presentation of Finances

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

## Northern Adelaide Waste Management Authority

## Statement of Comprehensive Income

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

## Northern Adelaide Waste Management Authority

## Statement of Cash Flows

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



# Northern Adelaide Waste Management Authority

## Statement of Financial Position

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

## Northern Adelaide Waste Management Authority

## Statement of Changes in Equity

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

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

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

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

## Individual Business Unit Budget Performance

2021 - 2022

## Resource Recovery Centres

**Operating Income**

Transfer Station Gate Fees		
Transfer Station Gate Fees	\$4,221,275	
Transfer Station - Others		
Total Waste Processing Income		<b>\$4,221,275</b>
Hardwaste Vouchers		
Hardwaste Salisbury	\$772,451	
Hardwaste Playford	\$406,162	
Hardwaste Gawler	\$78,840	
Total Hardwaste Income		<b>\$1,257,453</b>
Other income		
Building Lease income	\$47,000	
Total Other Income		<b>\$47,000</b>

**Total Operating Income****\$5,525,727****Operating Expenditure**

Waste Disposal	\$2,892,866	
Total Waste Disposal Expenditure		<b>\$2,892,866</b>
Production		
Employee & Contracts Costs	\$1,106,449	
Administration & Promotion	\$99,522	
Operating Costs	\$268,290	
Work, Health & Safety	\$28,200	
Finance Costs	\$102,732	
Total Production Expenditure		<b>\$1,605,193</b>

**Total Operating Expenditure****\$4,498,059****Gross Operating Profit / (Loss)****\$1,027,668**

Depreciation	\$21,218	
Amortisation	\$474,003	
Rehabilitation Provisions		
Impairment Of Assets		

**Operating Surplus / (Deficit)****\$532,447****Net Operating Profit / (Loss)****\$532,447**

Individual Business Unit Budget Performance			
2021 - 2022			
Corporate			
<b>Operating Income</b>			
Hardwaste Administration Income			
Hardwaste Administration	\$88,212		
Total Hardwaste Income			<b>\$88,212</b>
Administration Income			
Member Administration Fees	\$1,885,138		
Research Rd contribution - CoS	-		
Interest on Deposits	\$24,000		
Promotions Income	\$150,000		
Other Income	\$54,000		
Total Administration Income			<b>\$2,113,138</b>
<b>Total Operating Income</b>			<b>\$2,201,350</b>
<b>Operating Expenditure</b>			
Administration Expenditure			
Employee & Contracts Costs	\$1,423,254		
Administration & Promotions	\$939,600		
Work, Health & Safety	-		
Fees, Charges & Taxes	\$46,220		
Governance	\$116,200		
Finance Costs	\$10,572		
Total Administration Expenditure			<b>\$2,535,846</b>
<b>Total Operating Expenditure</b>			<b>\$2,535,846</b>
<b>Gross Operating Profit / (Loss)</b>			<b>(\$334,496)</b>
Depreciation	\$28,000		
Amortisation	\$30,486		
Rehabilitation Provisions	-		
Impairment Of Assets	-		
<b>Operating Surplus / (Deficit)</b>			<b>(\$392,982)</b>
Grant Income - Amounts received for new /upgraded assets	\$930,000		
<b>Net Operating Profit / (Loss)</b>			<b>\$537,018</b>

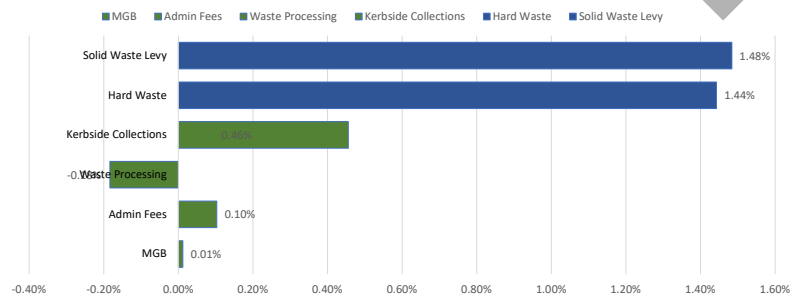
## Breakdown of Cost Allocations to Individual Constituent Councils 2021/2022

## City of Salisbury

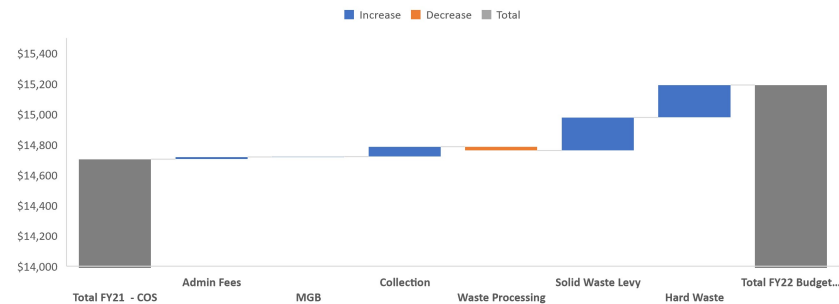
Waste Category	2020/21 Budget Review One (BR1)	2021/22 Draft Budget	Variance 2021/22 BUD - 2020/21 BR1	YOY Weighted Variance (%)
Admin Fees	\$1,011	\$1,026	\$15	0.10%
MGB	\$145	\$147	\$2	0.01%
Domestic Waste Collection	\$2,325	\$2,356	\$31	0.21%
Domestic Waste Processing	\$1,719	\$1,771	\$52	0.36%
Solid Waste Levy - Domestic Waste	\$4,440	\$4,658	\$218	1.48%
<b>Domestic Waste</b>	<b>\$8,484</b>	<b>\$8,786</b>	<b>\$302</b>	<b>2.05%</b>
Recycling Waste Collection	\$1,152	\$1,165	\$13	0.09%
MRF Gate Fees	\$150	\$51	-\$99	-0.68%
MRF Residual Waste	\$458	\$514	\$56	0.38%
MRF Glass Fines	\$242	\$188	-\$54	-0.37%
<b>Recycling</b>	<b>\$2,002</b>	<b>\$1,918</b>	<b>-\$84</b>	<b>-0.57%</b>
Garden Organics Collection	\$1,012	\$1,035	\$23	0.15%
Garden Organics Processing	\$550	\$568	\$18	0.12%
Garden Organics Disposal		\$0	\$0	0.00%
<b>Garden Organic</b>	<b>\$1,562</b>	<b>\$1,603</b>	<b>\$41</b>	<b>0.28%</b>
<b>Total - Kerbside Waste Service</b>	<b>\$13,204</b>	<b>\$13,479</b>	<b>\$275</b>	<b>1.87%</b>
Hard Waste Vouchers	\$675	\$772	\$97	0.66%
Hard Waste Collection	\$825	\$940	\$115	0.78%
<b>Hard Waste</b>	<b>\$1,500</b>	<b>\$1,712</b>	<b>\$212</b>	<b>1.44%</b>
<b>Total</b>	<b>\$14,704</b>	<b>\$15,191</b>	<b>\$487</b>	<b>3.31%</b>

Charge Category ('000)	2020/21 Budget Review One (BR1)	2021/22 Draft Budget	Variance 2021/22 BUD - 2020/21 BR1	YOY Weighted Variance (%)
MGB	\$145	\$147	\$2	0.01%
Admin Fees	\$1,011	\$1,026	\$15	0.10%
Waste Processing	\$3,119	\$3,092	-\$27	-0.18%
Kerbside Collections	\$4,489	\$4,556	\$67	0.46%
Hard Waste	\$1,500	\$1,712	\$212	1.44%
Solid Waste Levy	\$4,440	\$4,658	\$218	1.48%
<b>Total</b>	<b>\$14,704</b>	<b>\$15,191</b>	<b>\$487</b>	<b>3.31%</b>

FY22 Budget City of Salisbury Cost Allocation Increase



FY22 Budget City of Salisbury Cost Allocation Breakdown By Charges





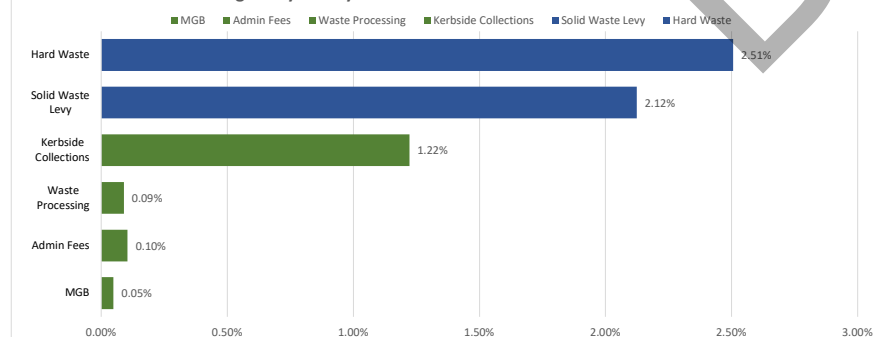
## Breakdown of Cost Allocations to Individual Constituent Councils 2021/2022

## City of Playford

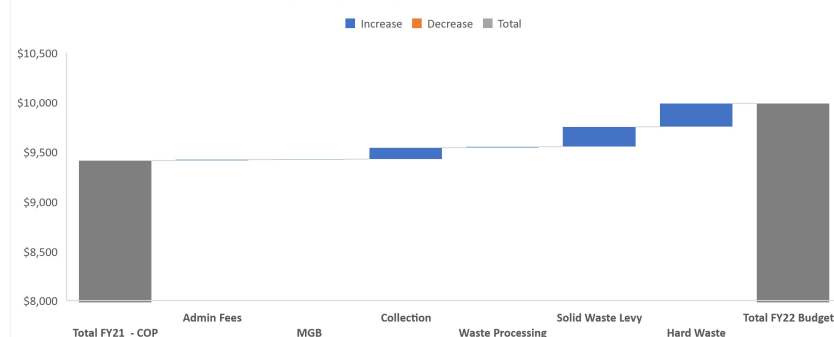
Waste Category ('000)	2020/21 Budget Review One (BR1)	2021/22 Draft Budget	Variance 2021/22 BUD - 2020/21 BR1	YOY Weighted Variance (%)
Admin Fees	\$656	\$666	\$10	0.10%
MGB	\$155	\$160	\$5	0.05%
Domestic Waste Collection	\$1,470	\$1,506	\$36	0.38%
Domestic Waste Processing	\$1,085	\$1,166	\$81	0.86%
Solid Waste Levy - Domestic Waste	\$2,865	\$3,065	\$200	2.12%
Domestic Waste	\$5,420	\$5,736	\$316	3.36%
Recycling Waste Collection	\$737	\$782	\$45	0.48%
MRF Budget Repairs	\$100	\$37	-\$63	-0.67%
MRF Residual Waste	\$368	\$383	\$15	0.16%
MRF Glass Fines	\$176	\$136	-\$40	-0.43%
Recycling	\$1,381	\$1,337	-\$44	-0.47%
Garden Organics Collection	\$515	\$549	\$34	0.37%
Garden Organics Processing	\$235	\$252	\$17	0.18%
Garden Organics Disposal				0.00%
Garden Organic	\$750	\$801	\$51	0.54%
Total - Kerbside Waste Service	\$8,362	\$8,700	\$338	3.59%
Hard Waste Vouchers	\$352	\$406	\$54	0.58%
Hard Waste Collection	\$701	\$883	\$182	1.93%
Total - Hard Waste	\$1,053	\$1,289	\$236	2.51%
<b>Total</b>	<b>\$9,415</b>	<b>\$9,989</b>	<b>\$574</b>	<b>6.10%</b>

Charge Category ('000)	2020/21 Budget Review One (BR1)	2021/22 Draft Budget	Variance 2021/22 BUD - 2020/21 BR1	YOY Weighted Variance (%)
MGB	\$155	\$160	\$5	0.05%
Admin Fees	\$656	\$666	\$10	0.10%
Waste Processing	\$1,964	\$1,972	\$8	0.09%
Kerbside Collections	\$2,722	\$2,837	\$115	1.22%
Solid Waste Levy	\$2,865	\$3,065	\$200	2.12%
Hard Waste	\$1,053	\$1,289	\$236	2.51%
<b>Total</b>	<b>\$9,415</b>	<b>\$9,989</b>	<b>\$574</b>	<b>6.10%</b>

FY22 Budget City of Playford Cost Allocation Increase



FY22 Budget City of Playford Cost Allocation Breakdown



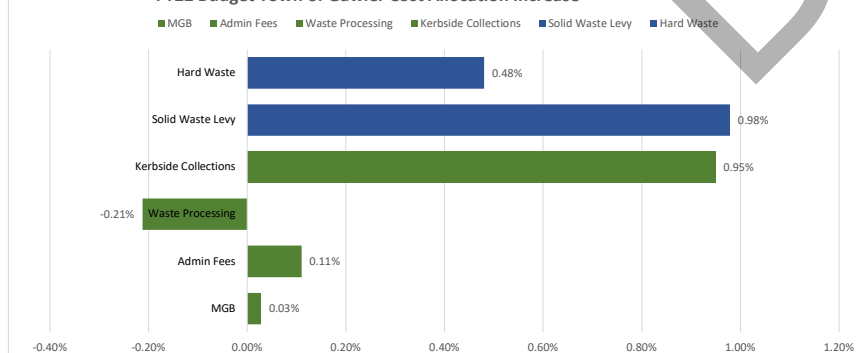
## Breakdown of Cost Allocations to Individual Constituent Councils 2021/2022

## Town of Gawler

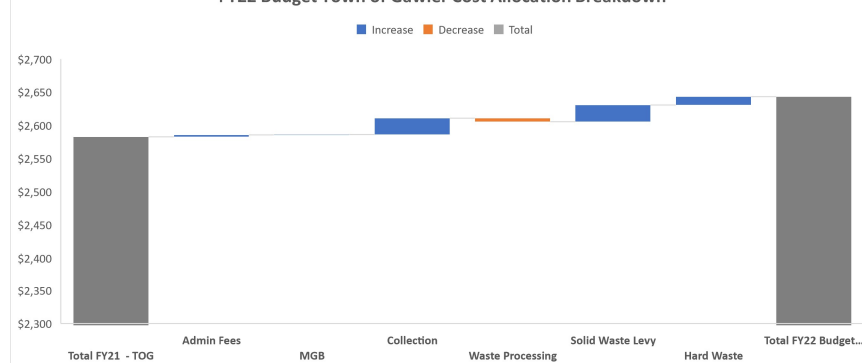
Waste Category ('000)	2020/21 Budget Review One (BR1)	2021/22 Draft Budget	Variance 2021/22 BUD - 2020/21 BR1	YOY Weighted Variance (%)
Admin Fees	\$190	\$192	\$3	0.11%
MGB	\$45	\$46	\$1	0.03%
Domestic Waste Collection	\$411	\$418	\$7	0.28%
Domestic Waste Processing	\$310	\$319	\$9	0.35%
Solid Waste Levy - Domestic Waste	\$816	\$841	\$25	0.98%
Domestic Waste	\$1,537	\$1,579	\$42	1.61%
Recycling Waste Collection	\$220	\$224	\$4	0.17%
MRF Budget Repairs	\$26	\$9	-\$17	-0.66%
MRF Residual Waste	\$91	\$93	\$2	0.08%
MRF Glass Fines	\$44	\$33	-\$11	-0.43%
Recycling	\$381	\$359	-\$22	-0.84%
Garden Organics Collection	\$195	\$208	\$13	0.50%
Garden Organics Processing	\$85	\$97	\$12	0.45%
Garden Organics Disposal	\$0	\$0	\$0	0.00%
Garden Organic	\$280	\$305	\$25	0.95%
Total - Kerbside Waste Service	\$2,433	\$2,481	\$48	1.85%
Hard Waste Vouchers	\$70	\$78	\$8	0.33%
Hard Waste Collection	\$80	\$84	\$4	0.15%
Hard Waste	\$150	\$162	\$12	0.48%
<b>Total</b>	<b>\$2,583</b>	<b>\$2,643</b>	<b>\$60</b>	<b>2.33%</b>

Charge Category ('000)	2020/21 Budget Review One (BR1)	2021/22 Draft Budget	Variance 2021/22 BUD - 2020/21 BR1	YOY Weighted Variance (%)
MGB	\$45	\$46	\$1	0.03%
Admin Fees	\$190	\$192	\$3	0.10%
Waste Processing	\$556	\$551	-\$5	-0.21%
Kerbside Collections	\$826	\$851	\$25	0.95%
Solid Waste Levy	\$816	\$841	\$25	0.98%
Hard Waste	\$150	\$162	\$12	0.48%
<b>Total</b>	<b>\$2,583</b>	<b>\$2,643</b>	<b>\$60</b>	<b>2.32%</b>

FY22 Budget Town of Gawler Cost Allocation Increase



FY22 Budget Town of Gawler Cost Allocation Breakdown



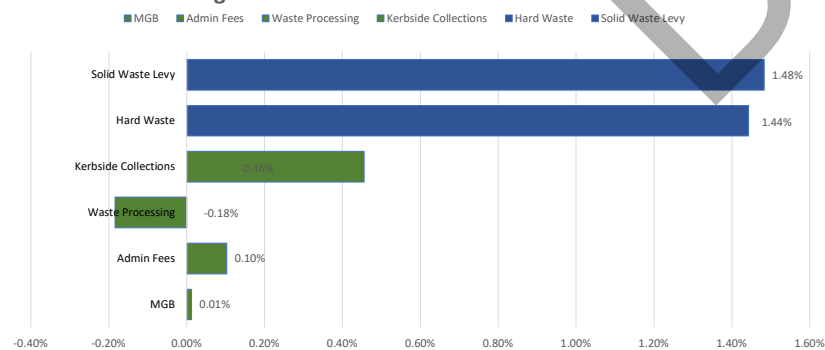
## Breakdown of Cost Allocations to Constituent Councils 2021/2022

## Constituent Councils

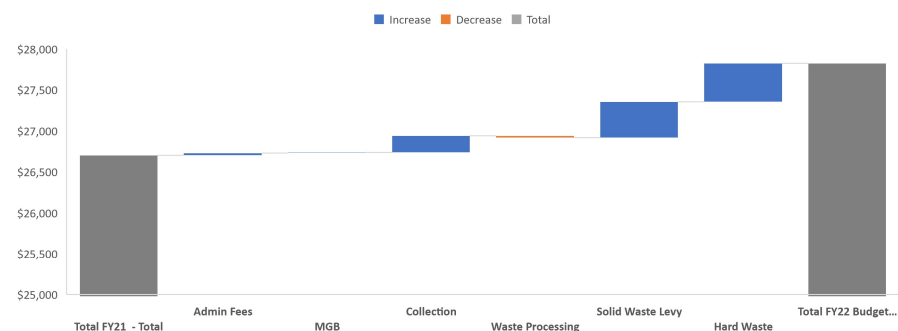
Waste Category ('000)	2020/21 Budget Review One (BR1)	2021/22 Draft Budget	Variance 2021/22 BUD - 2020/21 BR1	YOY Weighted Variance (%)
Admin Fees	\$1,857	\$1,884	\$28	0.10%
MGB	\$345	\$352	\$7	0.03%
Domestic Waste Collection	\$4,206	\$4,280	\$74	0.28%
Domestic Waste Processing	\$3,114	\$3,256	\$142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

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

FY22 Budget Constituent Councils Cost Allocation Increase



FY22 Budget Constituent Councils Cost Allocation Breakdown



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

## WASTE TRANSFER STATION/SALVAGE AND SAVE/SCOUTS RECYCLING DEPOT

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

Gate 3 Bellchambers Rd, Edinburgh North & Pooraka Transfer Station

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

\* The above prices are GST inclusive.

## NAWMA - FY22 Budget Constituent Council's Hardwaste Vouchers

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

## WASTE DISPOSAL

Gate Prices for the period of July 2021 to Jun 2022

## EDINBURGH NORTH, EDINBURGH PARK AND ULEYBURY LANDFILL

Constituent Councils:	Tonnage Rate	Solid Waste Levy	Total
Member Council Waste (incl MRF residual waste)	\$55.90	\$147.00	\$202.90
Screenings	\$28.60	\$147.00	\$175.60
MRF Glass Fines	\$103.00		\$103.00
Green Organics	\$50.50		\$50.50
Kerbside Green Organics	\$30.50		\$30.50
Clean fill/Bricks etc to Transfer Station	\$25.00		\$25.00
<b>External:</b>			
<b>External Volume</b>	<b>Tonnage Rate</b>	<b>Solid Waste Levy</b>	<b>Total</b>
General Waste	\$70.80	\$147.00	\$217.80
ILC (<1,000 tonnes)	\$38.00	\$147.00	\$185.00
Bitumen/Road Base	\$40.00		\$40.00
Bricks/Concrete (<200mm, mesh only)	\$40.00		\$40.00
*Clean fill (<1,000 tonnes)	\$15.00		\$15.00
*Clean fill (>1,000 tonnes)	\$15.00		\$15.00

\* If Clean fill is directly delivered to Uleybury Landfill site by customers the price for Clean fill can be negotiable with NAMWA.

## FY22 Budget - MRF Fees &amp; Charges

Fee Category	FY22 Budget Gate Fee per tonne (ex GST)
MRF Gate Fee - Constituent Councils	\$5.0

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

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

## Agenda Item 8.3

**Report Subject:** Audit Committee Remuneration Report      **Report Author:** Chief Executive Officer

**Meeting Date:** 25 February 2021      **Report Type:** Information report (governance)

**Attachments:** Nil

### RECOMMENDATION

That:

1. the Report is received and noted, and;
2. Management ask that the Board review the Report and provide feedback on the current remuneration levels of the Audit Committee Independent Members.

### Purpose of the Report

To provide the Board with an Independent Committee Member remuneration benchmarking Report for consideration.

### Background

At the Board Meeting of 17 September 2020, Management advised the Board that an Independent Committee Member remuneration benchmarking report would be presented within six (6) months of the Independent Audit Committee Member appointments for their consideration.

### Report

NAWMA have obtained an excerpt from an independent South Australian Local Government benchmarking report from a respected South Australian consultant that has obtained data from eleven (11) Audit Committees with Independent Members. Of the 11 Audit Committees, nine (9) remunerated independent members for attendance and two on a per annum basis, no elected Members were paid. The remuneration ranges are seen below in Table 1.

**Table 1: Independent Audit Committee Remuneration Ranges**

Position	Remuneration Method	Remuneration Range
Independent Chair	Per Annum	<i>Sensitive information revoked</i>
Independent Chair	Attendance	<i>Sensitive information revoked</i>
Independent Member	Per Annum	<i>Sensitive information revoked</i>
Independent Member	Attendance	<i>Sensitive information revoked</i>

NAWMA's Audit Committee contains three (3) Independent Members, one (1) Independent Chair and two (2) Independent Members. For comparison, the current remuneration for NAWMA's existing Independent Members is seen overleaf in Table 2.

**Table 2: Current remuneration for NAWMA's Independent Members.**

Position	Remuneration Method	Remuneration Range
Independent Chair	Per Quarter*	<i>Sensitive information revoked</i>
Independent Member	Per Quarter*	<i>Sensitive information revoked</i>

*\*Noting there are 4-5 meetings per calendar year*

The Board will note that there is currently no differentiation in remuneration between the Independent Chair and Independent Member(s) despite the difference in workload and responsibility. It is also important to note that the Independent Member remuneration rates have remained stagnant since the Audit Committee's inception in 2011.

Based on the information provide, Management ask that the Board consider the item and make a determination on the fees for the Audit Committee Independent Members.

Should the Board determine the sitting fees for NAWMA Audit Committee Chair and/or Independent Members be varied, NAWMA's Chairperson will provide written notification to Members.



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

## Agenda Item 8.4

<b>Report Subject:</b>	NAWMA Committee Nominations	<b>Report Author:</b>	Chief Executive Officer
------------------------	-----------------------------	-----------------------	-------------------------

<b>Meeting Date:</b>	25 February 2021	<b>Report Type:</b>	Information report (governance)
----------------------	------------------	---------------------	---------------------------------

<b>Attachments:</b>	Nil
---------------------	-----

### RECOMMENDATION

That the Board appoint the following Board Directors to the below-mentioned NAWMA Committees:

1. \_\_\_\_\_ be appointed to the NAWMA Audit Committee for a period of two (2) years from 1 March 2021,
2. \_\_\_\_\_ be appointed to the CEO Performance Committee for a period of two (2) years from 1 March 2021,
3. \_\_\_\_\_ be appointed to the Balefill Management Consultative Committee for a period of two (2) years from 1 March 2021, and;
4. \_\_\_\_\_ be appointed as Deputy Board Chairman for a period of two (2) years from the date of this resolution.

### Purpose of the Report

To provide the Board with an opportunity to nominate for vacancies (at 1 March 2021) on the various NAWMA Committees.

### Background

At the Board Meeting of 28 February 2019, the following was resolved:

#### 7.7 NAWMA Committee Nominations

*Moved Cr Woodman that the Board appoint the following Board Directors to the below-mentioned NAWMA Committees:*

- *Mr Mansueto be appointed to the NAWMA Audit Committee for a period of two (2) years from the date of this resolution*
- *Mr Inat be appointed to the CEO Performance Committee for a period of two (2) years from the date of this resolution*
- *Cr Little be appointed (as Chair) to the Balefill Management Consultative Committee for a period of two (2) years from the date of this resolution*
- *Cr Koch be appointed as Deputy Board Chairman for a period of two (2) years from the date of this resolution*

*Seconded Mr Green*

**Carried**

## Report

The NAWMA Committees that currently have vacancies and require nominations from the NAWMA Board are outlined below in Table 1.

**Table 1: NAWMA Committee Vacancies**

Committee	Board Director Vacancies
Audit Committee	One (1) Board Director
CEO Performance Committee	One (1) Board Director
Balefill Management Consultative	One (1) Board Director (acts as Chair)
Board	One (1) Board Director (acts as Deputy Chair)

NAWMA Management ask that the Board determine the Directors for each of the abovementioned Committee vacancies, and that an expiry of each position be two (2) years from 1 March 2021 (current positions expire 28 February 2021).

Details of the meeting frequency and location of each of the Committees requiring nominations is below in Table 2 for information. Please also note that all Committees have videoconferencing facilities available if required.

**Table 2: NAWMA Committee Meeting Frequencies**

Committee	Meeting Frequency/Location
Audit Committee	4-5 meetings per calendar year (8am) Location alternates between CBD and Edinburgh
CEO Performance Committee	4 meetings per calendar year (time varies) Location alternates between CBD and Edinburgh
Balefill Management Consultative	6 meetings per calendar year (4pm) Location is Edinburgh
Board	5-6 meetings per calendar year (4pm) Location is Edinburgh

Management take this opportunity to thank Mr Mansueto, Mr Inat, Cr Little and Cr Koch for their work on the respective Committees for the previous two (2) year periods.







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

## Agenda Item 8.5

<b>Report Subject:</b> Business Continuity Plan and IT Disaster Recovery Plan Update	<b>Report Author:</b> Chief Financial Officer
--	---

<b>Meeting Date:</b> 25 February 2021	<b>Report Type:</b> Information report (governance)
---------------------------------------	---

<b>Attachments:</b> Nil
-------------------------

### RECOMMENDATION

**That the Board receive the Report, and note the progress on the development of both the Business Continuity Plan and IT Disaster Recovery Plan**

### Purpose of the Report

To provide the Board an update on the progress of developing NAWMA's Business Continuity Plan and IT Disaster Recovery Plan.

### Background

As part of the NAWMA work program schedule for the financial year 2020/2021, NAWMA have prioritised the development of a Business Continuity Plan (BCP) and IT Disaster Recovery Plan (IDRP). The development of these two (2) plans will assist in documenting critical actions and control measures to aid NAWMA in continuing to provide its essential services to Constituent Councils and their residents. The subsequent adoption of the plans by the NAWMA Board will also finalise this outstanding item in the Local Government Association Workers Compensation Scheme (LGAWCS) and Mutual Liability Schemes (LGAMLS) Risk Evaluation Two-year Action Plan.

Following the previous approval from the Board, NAWMA is sharing an experienced external resource (Strategic Risk Consultant) with Adelaide Hills Regional Waste Management Authority to accelerate the action plan and procedure development while reducing duplication of effort across the two (2) local government Authorities.

### Report

In consultation with NAWMA Senior Management, the Strategic Risk Consultant has made good progress with the Business Continuity Plan, which is a critical document gap identified in the Risk Evaluation Action Plan. With the assistance from IT resources at City of Playford, NAWMA Administration have also made progress on the IT Disaster Recovery Plan, which covers the appropriate backup and recovery strategies for NAWMA's entire ICT system in case of events which result in a IT disaster across the organisation.

The details of the progress report on the Business Continuity Plan, along with anticipated completion dates have been shown in Table 1 below. At this stage, the second draft and BCP workshop had been undertaken. A revised BCP document has been planned and sent to LGRS for review in March 2021.



In subsequent Audit Committee & Board Meetings this year, NAWMA's Administration will present the final draft Business Continuity Plan and IT Disaster Recovery Plan to the Audit Committee and Board for their review and feedback.

It is anticipated that both plans will be presented in their final form to both Audit Committee and the NAWMA Board at Audit Committee and Board Meetings scheduled in September 2021 for the adoption.

**Table 1 –Business Continuity Plan Status Report (Key Milestone Tracking)**

No	Milestone	Target date	Status	Comments
1	Defining scope & structure of the BCP and internal & external stakeholders	30 Sep 2020	Completed	Based on: <ul style="list-style-type: none"> <li>- AS/NZ Standard 5050:2010 Business Continuity - Managing disruption-related risks</li> <li>- AS/NZ ISO 31000:2018 Risk Management- Principles and Guidelines</li> <li>- LGRS One System Framework</li> <li>- Draft NAWMA Risk Management Framework</li> <li>- Risk Management Policy</li> </ul>
2	Defining NAWMA Business Units and Risk Management Planning and Contingencies BCP Consultation Draft 1	31 Oct 2020	Completed	Agreed structure of 14 Business Units for the purpose of managing disruption-related risks per Business Unit: <ul style="list-style-type: none"> <li>- Definition of key risks</li> <li>- Inherent risk rating</li> <li>- Preventative action (already in place or required)</li> <li>- Definition of residual risks</li> <li>- Contingency Plans</li> </ul>
3	Review BCP Consultation Draft 1	30 Nov 2020	Completed	<ul style="list-style-type: none"> <li>- Review of assumptions</li> <li>- Undertake Business impact analysis per Business Unit</li> <li>- Calculation of internal and external back-up capacities per Business Unit</li> </ul>
4	BCP Consultation Draft 2	31 Dec 2020	Completed	<ul style="list-style-type: none"> <li>- Incorporate feedback from SMT</li> <li>- Develop criticality rating</li> <li>- Develop recovery strategies</li> <li>- Develop RTOs</li> </ul>



<b>5</b>	Workshop with NAWMA Management Team	7 Jan 2021	Completed	<p>Presentation of BCP (Consultation Draft 2) and discussion of the following review points:</p> <ul style="list-style-type: none"> <li>- Initial and residual risk rating</li> <li>- Business impact and criticality rating</li> <li>- Recovery Time Objectives (RTOs)</li> <li>- Recovery Strategies</li> <li>- Roles and responsibilities/ Chain of command during disruptive incidents</li> </ul>
<b>6</b>	NAWMA SMT consideration and feedback	19 Feb 2021	In progress	NAWMA SMT undertake further evaluation of recovery processes and RTOs
<b>7</b>	Completion of the BCP Consultation Draft 3	18 March 2021	Pending	Completion of the document and send to LGRS for their review
<b>8</b>	Review the final draft BCP by LGRS	14 May 2021	Pending	LGRS provide feedback and input on the final draft BCP to ensure the plan is in accordance with LGRS' requirements.
<b>9</b>	Revise and complete the BCP (Final Draft)	31 May 2021	Pending	NAWMA Administration
<b>10</b>	Consideration by the NAWMA Audit Committee	16 June 2021	Pending	Seek feedback from Audit Committee
<b>11</b>	Completion and endorsement of the NAWMA BCP	16 September 2021	Pending	The endorsement by Audit Committee and NAWMA Board





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

## Agenda Item 8.6

<b>Report Subject:</b>	Draft Corporate Risk Register	<b>Report Author:</b>	Chief Financial Officer
<b>Meeting Date:</b>	25 February 2021	<b>Report Type:</b>	Decision report (governance)
<b>Attachments:</b>	Nil		

### RECOMMENDATION

That:

1. a further Report be tabled at a subsequent Meeting for the Board to provide critique and input into the Draft Corporate Risk Register, and;
2. once finalised, the Board endorsed Corporate Risk Register remain a live document, and a standing item on the NAWMA Audit Committee Agenda for review, reporting, amendments as the risks, actions, and controls mature (or emerge) in time.

### Purpose of the Report

To provide the Board with an update on NAWMA's Draft Corporate Risk Register.

### Background

NAWMA is established under the Local Government Act, and is a full Member of the Local Government Risk Services (LGRS) Scheme, which guides the actions and responsibilities of the Authority when it relates to risk management. However, NAWMA operates in an environment that is very complex, commercial, and at times has an elevated risk level. Many of these risks are transactional that come about from the day to day running of waste management and recycling infrastructure, plant and equipment. However, there are a series of Corporate risks that have the ability to materially hinder the ability of NAWMA to provide the services to Consistent Council as prescribed in the Charter and Service Level Agreements.

In order to capture and catalogue those risks, a Draft Corporate Risk Register has been collated.

### Report

The Draft Corporate Risk Register is categorised into the following;

- Strategic
- WHS
- Financial
- Governance
- HR
- Operations
- Environmental
- Business Disruption



The Draft Corporate Risk Register was provided to the NAWMA Audit Committee at the meeting of 18 February 2021 for review and advice. The Audit Committee provided invaluable feedback during an important discussion around the risks, risk ratings and treatment of these risks. Management will now work to incorporate this feedback into the draft Register, before presenting a secondary draft to the Audit Committee at an upcoming meeting. Upon a second review by the Audit Committee, the draft Corporate Risk Register will be presented to the NAWMA Board for review, and endorsement, if appropriate.

A soft copy of the draft Corporate Risk Register will be available for the meeting should the Board wish to view.

Once endorsed by the NAWMA Board, it is intended that the Register remain as a standing item on the NAWMA Audit Committee Agenda.





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

## Agenda Item 8.7

<b>Report Subject:</b>	Internal Control Review (update)	<b>Report Author:</b>	Chief Financial Officer
<b>Meeting Date:</b>	25 February 2021	<b>Report Type:</b>	Decision report (governance)
<b>Attachments:</b>	Nil		

### RECOMMENDATION

**That the Board endorse NAWMA Management's proposed approach to undertake the financial internal control review.**

### Purpose of the Report

To provide an update to the Board on NAWMA's Administrations proposed implementation of additional internal control processes. The implementation of these processes will enable the ongoing self-review and reporting on assessments completed of financial internal controls in operation, and assist in identifying emerging control gaps that require further consideration and controls.

### Background

The Audit Committee has recommended that a self-assessment review of NAWMA's internal controls be undertaken, to assess whether controls over the financial operations of the business are both effective and consistent with the overall internal controls included within the South Australian Local Government sector *Better Practice Model*.

Given NAWMA's Management has not previously undertaken such a review, Dean Newbery & Partners (DNP) have been engaged to assist in developing a recommended internal control review process framework.

### Report

In December 2020, NAWMA Management considered available options as to how it could most effectively and appropriately establish a self-assessment internal control review program. It was identified that the process needed to ensure that:

- It had the ability to adapt to changes in the business operations and environment of NAWMA,
- It had the ability to record and report on the progress of assessments and the mitigation strategies developed as a result of the assessments completed,
- Updates to the internal control environment in place to be considered for testing, needed to be easily identified in the future as updates to the *Better Practice Model* are made.
- The implementation delivered a high quality, value added internal control assessment process which can account for NAWMA's bespoke operating environment.

NAWMA's Administration identified benefits in the use of the ControlTrack self-assessment tool as a system to provide the necessary functions and structured framework to enable ongoing review and recording of internal control assessments. ControlTrack is used in at least one (1) of NAWMA's



Constituent Councils, which provides NAWMA with some much needed support, training and removes duplication.

Importantly, given the limited resources of NAWMA, should any key staff change roles and/or depart the organisation, ControlTrack database ensures that the risk of corporate knowledge loss is reduced, given the relevant data and reference documents are retained within a centrally located database.

The ongoing use of ControlTrack will also ensure that should there be any changes/updates in the database of controls included in the *Better Practice Model*, NAWMA will be in a position to have access to the most reliable and up-to-date resources. This ensures that NAWMA is assessing its financial controls to the same standard and scope as its Constituent Councils.

### **Risk Management Framework**

NAWMA's Administration is currently updating its Risk Management Framework and it is anticipated that the draft Risk Management Framework will be presented at an upcoming Board meeting for review and comment in the 2021 year.

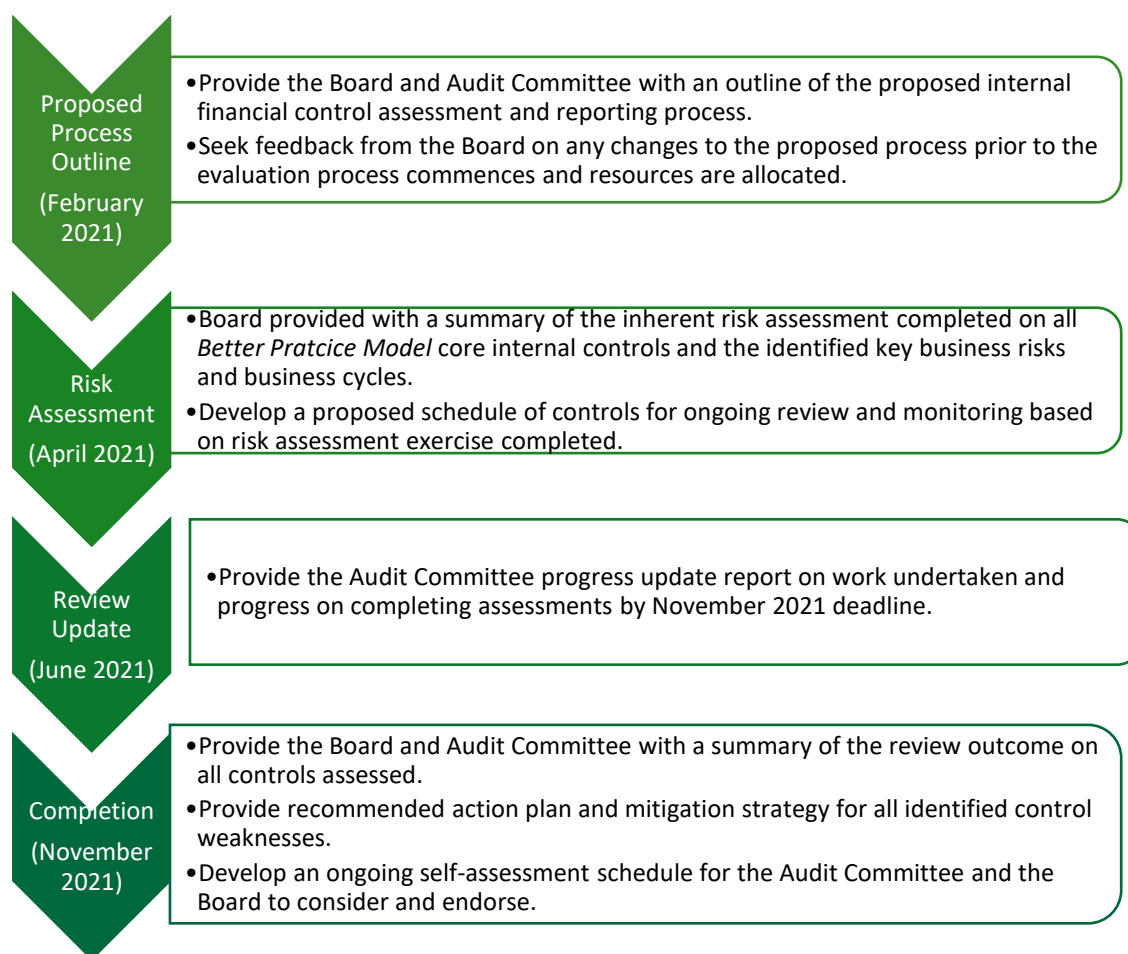
A Risk Management Policy has been endorsed by the Board and Board in late 2020.

### **Proposed Self-Assessment Review Timetable**

Taking into account the current work commitments and available resources of NAWMA's lean Administration, the proposed self-assessment timetable has been developed. Please refer overleaf.

The timetable and process flow map (overleaf) outlines the key milestones and information to be presented to the Board for the remainder of the 2021 calendar year:





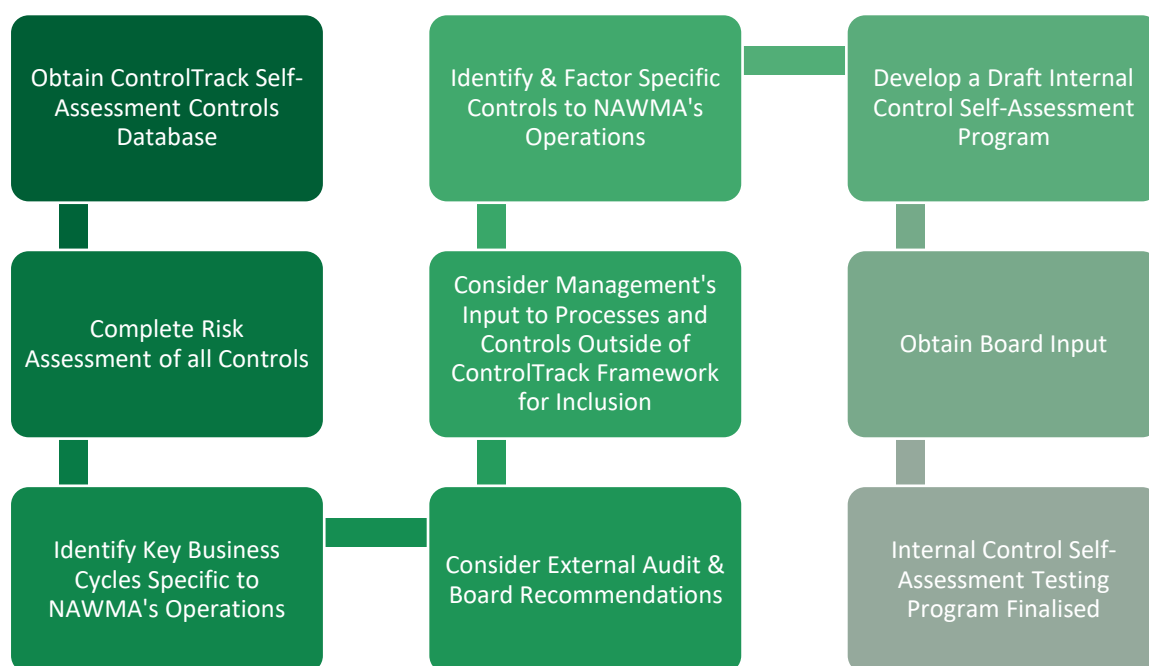
### Identifying Controls are to be Reviewed and Monitored

ControlTrack has 257 listed controls within its database which NAWMA can elect to include in its self-assessment program. Within those 257 controls, there are a number of controls that will not be relevant to the operations of NAWMA, given they are more structured and tailored to the operations of a Local Government Council entity.

The first step of the process is to identify the key business cycles and associated risks of NAWMA's operations and matching these back to the suite of controls included in ControlTrack. To identify the controls to be tested, the following program is proposed:







Given NAWMA's unique operating environment, it is crucial that Administration consider controls outside of the ControlTrack self-assessment program that are to be included if they are assessed as being a High risk or greater.

In undertaking the above assessment program, NAWMA proposes to apply the principles in the Risk Management Policy and updated Draft Risk Management Framework to ensure a consistent assessment and treatment approach to the management of risks.

### Outcome of Initial Risk Review Process

The outcome of the initial risk review process is expected to be presented to the April 2021 Board meeting and will identify the selected business cycles and the number of controls to be tested within each cycle. This process will establish an initial framework from which NAWMA Management will complete an internal control self-assessment exercise.

### Proposed Assessment Review Cycle

Based on the outcome of the risk review and the findings of the self-assessment process, an ongoing internal control review assessment program will be developed which will be reported as a standing item through the Audit Committee.

An advantage of the ControlTrack system is that ongoing assessments can be undertaken at any time moving forward and can importantly take into consideration changes as a result of:

- Board feedback and input to the program.
- Changes to business cycles and/or operations that impact on the assessed level of risk.
- Matters identified through the External Audit process which are to be included in the risk assessment.
- Changes to the level of staff resources and/or expertise that impact on the risk profile of business cycles and/or operations.





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

## Agenda Item 8.8

<b>Report Subject:</b>	2020/2021 Annual Business Plan progress report (standing item)	<b>Report Author:</b>	Chief Executive Officer
<b>Meeting Date:</b>	25 February 2021	<b>Report Type:</b>	Information report (governance, operational)
<b>Attachments:</b>	8.8.1 - Annual Business Plan Implementation Progress matrix		

### RECOMMENDATION

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

### Purpose of the Report

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

### Background

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

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

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

### Report

The matrix appended at Attachment 8.8.1 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	Complete. Wageloch implemented and BAU.
Internal Risk Assessment and Controls	3.1.3	Objective 3	Progress made on the implementation of the two (2) year Action Plan	In progress. Expected completion November 2021. Further detail in Agenda Item 8.7
Implement Corporate Risk Register	3.1.4	All	Successful implementation and ongoing maintenance of Risk Register	In progress. Draft Corporate Risk Register presented to Audit Committee 18 February for review
Service Level Agreements	3.1.5	Strategies 1, 2, 5 & 8	SLA's adopted	Drafting in progress.
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.
Implement efficiency, improvement and austerity measures	3.2.1	Objective 3; Strategies 1, 2, 9 & 11	Reviewing of temporary gate fee at each Budget Review	Temporary Gate fee was again reviewed while in preparation of Budget Review Two. The fee is proposed to drop by \$5/tonne.
Landfill Alternative Project	3.2.2	Objectives 1, 2 & 3; Strategies 6, 8, 10 & 11	Quarterly SPV Meetings held	Large focus of CEO. Board to be updated on progress at scheduled February meeting.
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.
(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	See comment above. Resident Engagement Strategy in infancy with over 2000 resident surveys completed to date.
Drive continuous improvement through feedback	3.4.3	Objective 3	Implementation and business as usual of survey system	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.
Maintain financial sustainability indicators and ratios	3.5.1	Objective 3; Strategy 9	Financial Metrics achieved	Financial metrics acheieved in BR1 and BR2
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.



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

## Agenda Item 8.9

<b>Report Subject:</b>	WHS Steering Committee Minutes (standing item)	<b>Report Author:</b>	Chief Operations Officer
<b>Meeting Date:</b>	25 February 2021	<b>Report Type:</b>	Information report (operational, governance)
<b>Attachments:</b>	8.9.1 – WHS Steering Committee Minutes of 2 February 2021 (latest meeting)		

### RECOMMENDATION

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

### Purpose of the Report

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

### Background

This Report is a standing item on the Board agenda.

### Report

A meeting of NAWMA's WHS Steering Committee was held on Tuesday 2 February 2021. Appended (at Attachment 8.9.1) 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:		02/02/21		Meeting Number:		59	
Venue:		NAWMA Woomera Ave				Minutes:		Amy Hosking				Start:		9:30am		Finish:		10:19am	
ATTENDEES		Attend	Apology	Absent	ATTENDEES		Attend	Apology	Absent	AGENDA:	1. Status of previous actions 2. New items  • Black Text - ongoing • Red Text - New/Current items • Green Text – Completed Items		Risk Rating	To Be Started	In Progress	Completed	Closed	Total Items	
Scott Filsell		X											Extreme		0	1		1	
Danial Dunn		X											High		4	1		5	
Jason Moorhouse		X											Moderate		7	2		9	
Sarah Harris		X											Low		2	3		5	
Zak Langridge		X											TOTAL	0	13	7	0	20	
Amy Hosking		X																	
Distribution		Electronic copies to all attendees and individuals that are absent. Minutes stored on “N” Drive and displayed on site Notice Boards.						Date Issued		15/02/21		Next Meeting:		27/04/21		Venue		NAWMA Woomera Ave	
Agenda Item		Detail						Action Required						Risk Rating	Action By	Date Raised	Due Date	Action Completed	
1.	Review any current Incidents or issues:	Incident Reports						• Small fire in RRC Waste Packer – Source was not identified – Fire Dept attended to control. No damage sustained to facility or equipment.						High	Jason Moorhouse	12/11/20	12/11/20	12/11/20	
2.	Records & Documentation	New Corrective Actions identified from Hazard Reports & Investigations Review in Skytrust						• Procedure to be developed for Ro/Ro Operations at RRC Pooraka • Boom gate/s to be repaired RRC Pooraka						High	SF JM JM	10/10/20 10/10/20	15/12/20 15/12/20	28/02/21	
		Review of Corrective Actions identified from Hazard Reports & Investigations						•											
3.	Training & Qualifications	Attendance / Non-Attendance						• First aid training to be booked for Scott Fraser, Daniel Griffin and Mark Errington, David Jones, Shannon P & Ruby C • Fire Warden Training to be booked for David Jones, Daniel Griffin • Scissor lift – David Jones, Muhammed M. (MRF) • Confined Space Training to be booked (see Agenda Item 7)						Moderate	SF	23/6/20	Ongoing		

## WHS STEERING GROUP MEETING MINUTES

### WHS KEY PILLARS

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



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)	<b>Review of any NHVL breaches</b> <ul style="list-style-type: none"> <li>General Waste Load Overweight 280Kg Incident reports from SUEZ received</li> <li>Danial Dunn to follow up with SUEZ on breaches at next Ops meeting</li> </ul>	Low	All Danial Dunn	25/11/20 27/10/20	02/02/21 15/12/20 02/02/21
5.	Records & Documentation	Development of Contractor Management System Skytrust - Improve safety culture throughout the organisation	<ul style="list-style-type: none"> <li>SKYTRUST implementation Underway – training is underway for required employees</li> <li>iPads (cellular) required at each site for daily checks and recording of incidents (5 required including a spare) Sarah Harris looking into quotes &amp; for Vintek support</li> <li>Danial to be added to notifications for who has logged incident</li> </ul>	Low	SF	11/10/17	Ongoing
6.	Maintenance & Housekeeping Training & Qualifications Records & Documentation	Traffic Management plans for NAWMA sites	<ul style="list-style-type: none"> <li>Review of current Traffic Management Plans for all sites, focussing on Vehicle &amp; Pedestrian interaction</li> <li>Recommendations received, working through priority tasks identified in the plans Armco railing to be installed 11 Nov 20 vehicle/pedestrian separation. Ed Nth Check disabled parks at Ed Nth for AS2890.6 compliance.</li> <li>MRF site reviewed August 27<sup>th</sup>, 2020, Action plan to close out items identified for MRF site.</li> <li>Look at moving bale facer task to under awning</li> <li>Pooraka site review complete (modification to be made during site upgrade, only one "major" for consideration)</li> </ul>	High	SF JM SF JM SF	01/10/19 27/10/20 27/8/20 11/12/20	Oct 2020 Nov 20 May 2021 TBA Nov 20
7.	Emergency Procedure	Confined Space Emergency Plan	<ul style="list-style-type: none"> <li>The group has agreed to accept the risks involved with the Confined Space (CS) and the modifications to make it safer to date. The RRC Pit will also be treated as a CS moving forwards.</li> <li>All workers involved with the space will have refresher training. (Agenda item 3)</li> </ul>	Moderate	Dean Williams SF JM	02/04/19 25/8/19	27/10/20 16/02/21
8.	Records & Documentation	WHS Plan & Programs Tabled for discussion to review Objectives Targets and Performance indicators for the following Programs: <ul style="list-style-type: none"> <li>WHS System Build</li> <li>Hazard Management</li> <li>WHS Training Systems</li> </ul>	<ul style="list-style-type: none"> <li>Review WHS Plan and Programs prioritise actions and close out completed actions.</li> <li>2021 WHS Plan with Programs is currently under review,</li> <li>Positive feedback from peer review of WHS Action Plan for 2021</li> <li>Action plan underway with WHS &amp; Risk Actions, NAWMA receiving assistance from outside resource for Skytrust implementation</li> </ul>	Moderate	All SF Scott Filsell SF	16/05/19 27/10/20 29/4/20 05/02/20	Ongoing 27/04/21 9/6/20 Dec 21 05/02/20

## WHS STEERING GROUP MEETING MINUTES

### WHS KEY PILLARS

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



Agenda Item	Detail	Action Required	Risk Rating	Action By	Date Raised	Due Date	Action Completed
9.	Records & Documentation	Proposed Modifications to Pooraka RRC	High	Scott Filsell Jason Moorhouse Scott Filsell  JM	11/12/19 23/6/20  02/02/21	25/08/20 25/8/20  27/04/21	22/10/20 22/10/20
10.	Maintenance & Housekeeping	Resource Recovery Centre – Pallet Racking	Moderate	Jason Moorhouse	27/10/20	15/12/20	02/02/21
11.	Emergency Procedure	Uleybury Landfill site security/safety	High	All Scott Filsell Carol Jansen  SF JM	25/8/20 15/12/20  05/02/21	15/12/20 21/3/21  27/04/21	Dec 20 05/02/21
12.	Emergency Procedure	Emergency Evacuation Procedures	Moderate	Scott Filsell Jason Moorhouse	13/10/20	27/10/20	09/02/21
13.	Emergency Procedure	Emergency Evacuation Procedures	Moderate	All	13/10/20	27/04/21	
14.	Emergency Procedure	Asbestos dumped at RRC Pooraka	Moderate	SF JM  SF  JM	19/10/20  02/02/21 02/02/21	15/12/20  27/04/21 27/04/21	15/12/20

## WHS STEERING GROUP MEETING MINUTES

### WHS KEY PILLARS

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



New Agenda Item 02/02/21		Detail	Action Required	Risk Rating	Action By	Date Raised	Due Date	Action Completed
1.	Records & Documentation	Review & Endorse updated WHS Policies 1-6	<ul style="list-style-type: none"> <li>Review Policy Documents and endorse if no changes are required.</li> </ul>	Low	All	21/11/21	02/02/21	02/02/21
2.	Records & Documentation	ICT Resourcing for Skytrust implementation	<ul style="list-style-type: none"> <li>Discuss Resourcing for ICT equipment to allow for all sites to have access to Skytrust</li> </ul>	Low	All	21/11/21	27/04/21	
3.	Records & Documentation	WHS Steering Group Chair - Nomination of Chairperson for WHSSG	<ul style="list-style-type: none"> <li>Sarah Harris nominated as new Chairperson for WHS group and accepted. Sarah will take on role from next meeting</li> </ul>	Low	All	02/02/21	02/02/21	02/02/21
4.	Maintenance & Housekeeping	Bay configuration for Pooraka site upgrade Bay #4 & #7 damaged surfaces	<ul style="list-style-type: none"> <li>Danial and Jason looking into options to minimise costs as this is unbudgeted</li> <li>Danial and Jason to complete hazard report in Skytrust</li> </ul>	Low	DD JM	02/02/21	May 2021	
5.	Training & Qualifications	LOTO Boards – Edinburgh North and MRF Lock Out Tag Out Boards at two (2) sites	<ul style="list-style-type: none"> <li>Improvements identified for Edinburgh North and MRF, currently in progress</li> </ul>	Moderate	SF	02/02/21	27/04/21	
	Emergency Procedure	Potential identification of Asbestos – RRC Gatehouse Process	<ul style="list-style-type: none"> <li>(refer item #14) Investigate Asbestos Awareness training for Gatehouse staff Karen, Kate, Shannon, Ruby</li> </ul>	Moderate	SF	02/02/21	27/04/21	