

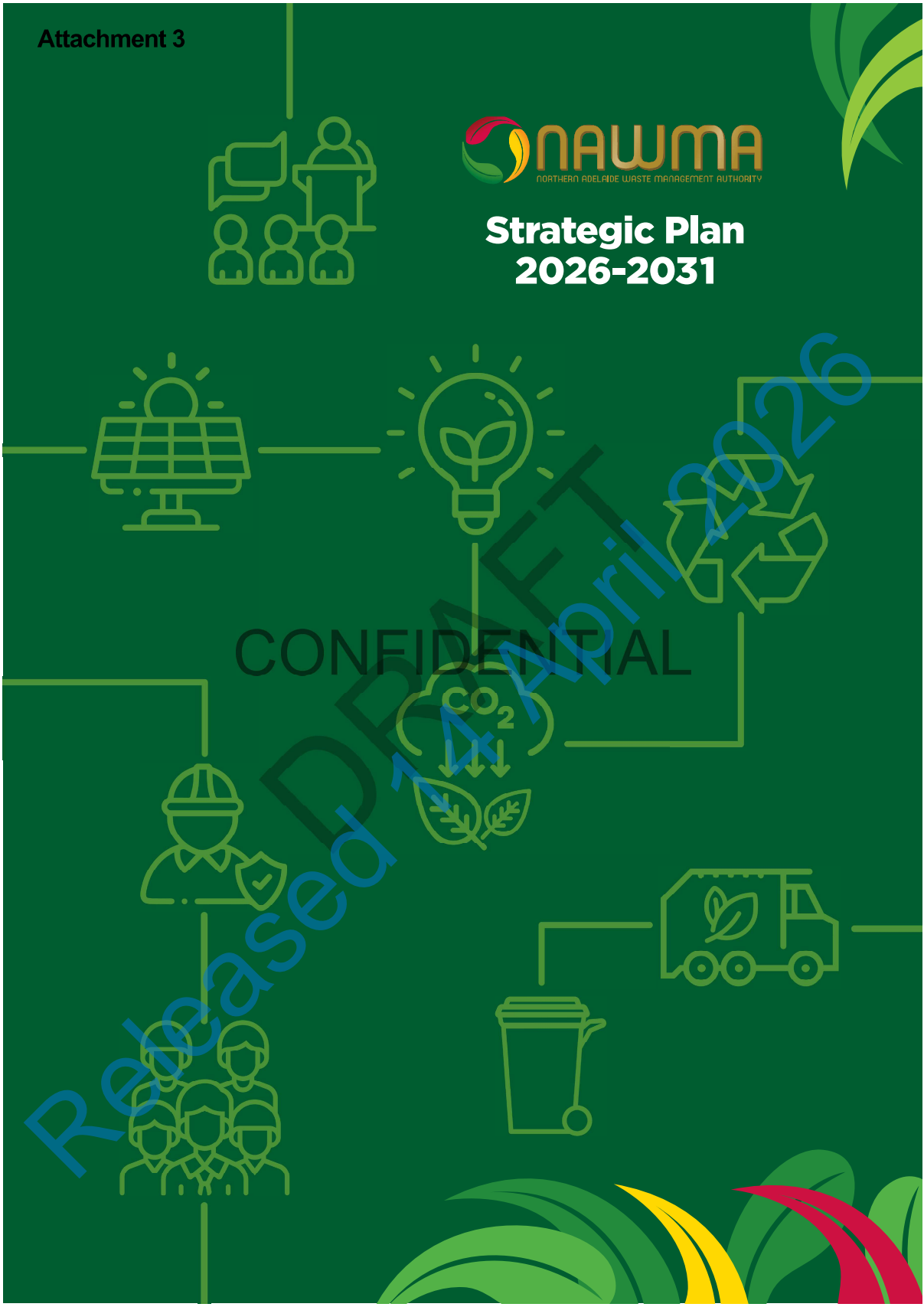
Attachment 3

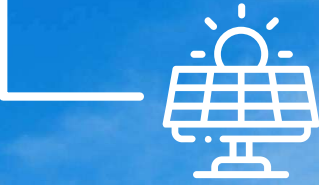


Strategic Plan 2026-2031

CONFIDENTIAL

Released 27 April 2026





NAWMA's Uleybury Balefill and Renewable Energy Park is an innovative, sustainable combined solar - landfill gas farm that continues to reliably generate power for the local community.

CONFIDENTIAL

Released April 2026

Contents



- 4 Foreword
- 5 Message from the CEO
- 6 Why NAWMA exists
- 7 What we do
- 9 Our guiding principles
- 10 Strategic objectives
 - 11 Deliver value for money in resource recovery
 - 14 Drive innovation in resource recovery
 - 17 Empower a skilled and dedicated workforce
 - 18 Lead high value partnerships in the circular economy
 - 19 Stakeholder benefits NAWMA provides

CONFIDENTIAL

Acknowledgement of Country

We acknowledge that this land we meet, work, live and play on is the traditional lands of the Kurna people, and we respect their spiritual relationship with this country.

We pay our respects to their leaders, past, present, and emerging and acknowledge that their language, cultural and traditional beliefs are still as important and relevant to the living Kurna and all Aboriginal people today.

Our stakeholders are on the lands of other Aboriginal first nations and we extend the same acknowledgement to their people and leaders.



Foreword



Graham Dooley
Independent
Chairperson

Turning Waste into Opportunity: NAWMA's Next Chapter

Northern Adelaide Waste Management Authority (NAWMA) is a regional subsidiary formed under the Local Government Act (SA) 1999 to provide best practice waste management and resource recovery services.

NAWMA receives and processes material from a range of other clients including businesses, industry and householders, directly through our facilities.

NAWMA is a business. Although we are owned by Local Government, we operate as a business in the waste management sector along with some other similar Local Government businesses and some large corporations.

We must be good at our business and this Strategic Plan sets out our motivation and thinking on how we are going to do that in 2026-2031.

We enhance communities by implementing innovative resource recovery solutions that reuse and maximise the value of recovered materials in the waste stream. We are already in a leading position in the transition nationally towards a circular economy for a healthier planet.

We do this by delivering innovative solutions at every stage possible by reducing, reusing and recycling. We also engage and inform communities, fostering collaboration and commitment to environmental sustainability.

Our new Fibre Polishing Plant (FPP), which officially opened in March 2025, expands market opportunities and enhances the value of recycled cardboard and paper by eliminating fine plastics and other contaminants. This process results in cardboard bales that are 99% pure and mixed paper bales that are 90% pure. By producing cleaner materials, we can access new, higher-value markets, enabling further investment in advanced technology and expanded value-added services for our 30 Councils.

With the Uleybury Landfill closed and undergoing capping and rehabilitation, our biggest challenge over the next five years will be determining the future for red-lidded bin waste. NAWMA has been working on this Landfill Alternative Project for a number of years.

The idea of constructing more and larger landfills is unappealing to most people. It is mandated by legislation for both our Constituent Councils and the State Government. Something better and smarter is needed.

Recycling, recovery and the circular economy is what our communities tell us they want. And that is what this Plan sets out.

I commend this 2026-2031 NAWMA Strategic Plan for your reading and any feedback you may wish to offer.



Message from the CEO



Toby Terlet
Chief Executive
Officer

NAWMA exists to serve our communities, by providing safe, reliable, and cost-effective waste and recycling services that also drive economic and environmental value. Our 2026–2031 Strategic Plan sets out a bold and practical pathway to do just that.

In recent years, we've delivered major infrastructure upgrades, including Australia's first gas-solar power plant at a landfill site and the new Fibre Polishing Plant, which produces some of the cleanest recycled cardboard in the country. These investments aren't just good for the planet - they're creating local jobs, attracting new markets, and keeping costs down for households.

As we close our landfill and move into a new chapter, our focus is clear: smarter alternatives to landfill, greater reuse of resources, and stronger partnerships with councils, industry, and the community.

NAWMA may be council-owned, but we operate as a competitive, future-focused business. Our aim is to deliver more than essential services - we deliver innovation, local opportunity, and leadership in the circular economy.

This plan is a commitment to our community - to keep doing things better, cleaner, and more efficiently. We thank you for being part of that journey and look forward to delivering the next generation of waste and recycling solutions, right here in northern Adelaide.



Why NAWMA Exists



Proudly in partnership with...



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

Beyond providing an essential service, we empower communities by finding new ways to reuse materials and maximise the value of resources recovered from the waste stream.

We engage and inform communities, fostering collaboration and commitment to environmental sustainability by reducing, reusing and recycling.

We partner with stakeholders to provide value for money resource recovery services for our communities, Constituent Councils and client Councils.



CONFIDENTIAL
Released for April 2026



What We Do



Services approximately **120,000** households in the Cities of Playford and Salisbury and Town of Gawler



Recovers over **42,000** tonnes of organic material for composting annually



Provides more than **39,000** hard waste services each year



41,000 tonnes of recyclables sorted annually



Generates **10,000** MWh of electricity from Australia's first gas and solar power plant at a landfill site



Directly employs over **100** people locally

Released Draft April 2026

CONFIDENTIAL





Our Guiding Principles



NAWMA decision and actions are guided by the following principles.



Conserve Natural Resources by participating in the Circular Economy

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



Safety Focus and Support Local Community

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



Cost Effective Operations

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



Apply Innovation and Technology

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



Strategic Objectives



To fulfil our purpose, NAWMA will achieve these strategic objectives:

Deliver value for money in resource recovery

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

Drive innovation in resource recovery and residual waste

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

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

Empower a skilled and dedicated workforce

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

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

Lead high value opportunities in the circular economy

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

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



Deliver Value for Money in Resource Recovery



Services

- NAWMA delivers a reliable and affordable three-bin kerbside collection service to households and businesses across the Cities of Salisbury and Playford, and the Town of Gawler.
- NAWMA owns and operates two efficient and competitively priced Resource Recovery Centres open to the general public.
- We provide hard-waste collection and drop off services, with vouchers to incentivise hard waste drop offs.
- We are proud to help educate our community in recycling, better waste disposal and the circular economy. Our dedicated education centre hosts programs that will inspire community participation in resource recovery.
- We are continually exploring cost efficiency opportunities with current operations to provide higher value to our Constituent Councils and their communities.



Deliver Value for Money in Resource Recovery

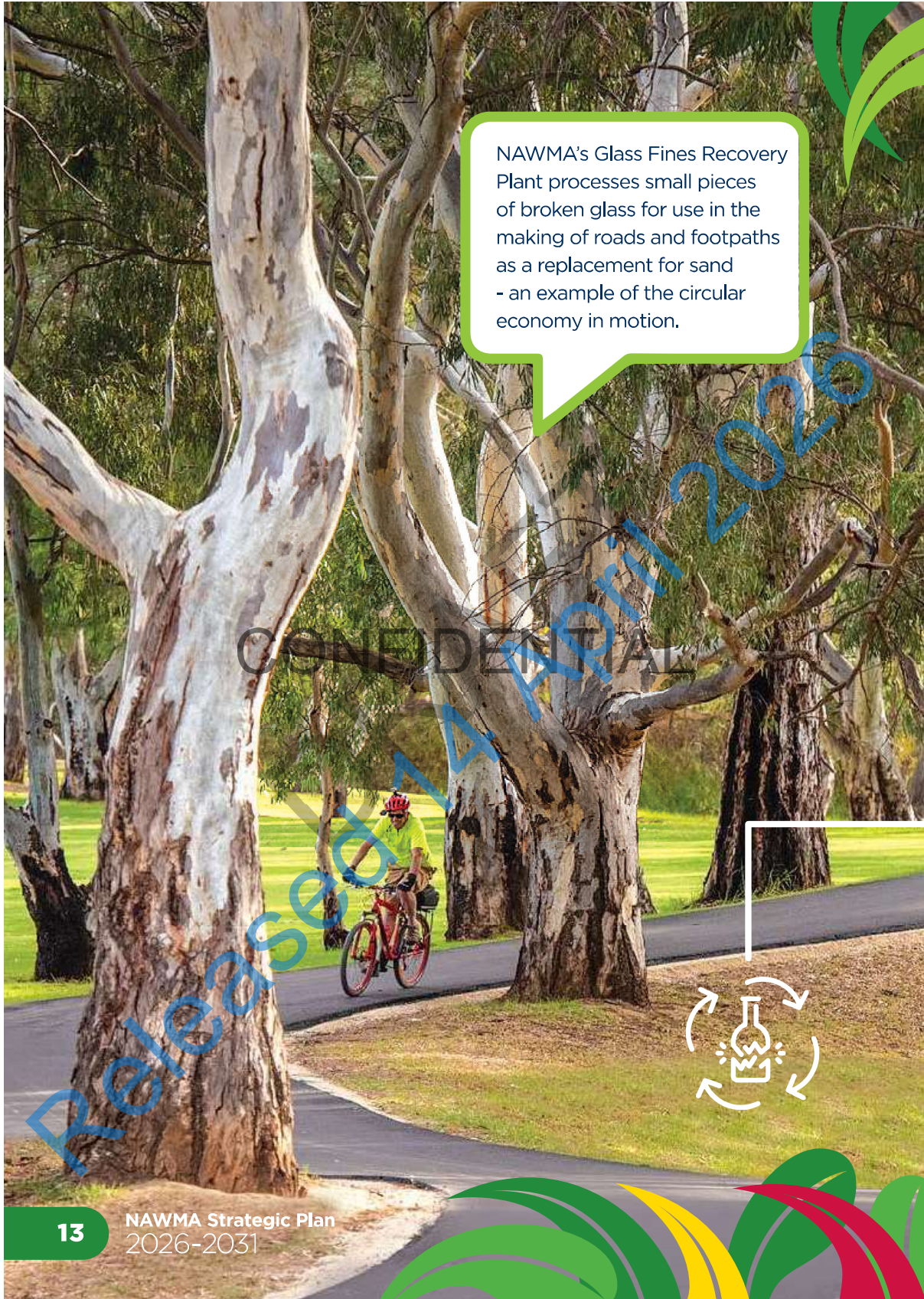


New Initiatives



- We investigate improvements to existing three bin services to improve service to communities and environmental outcomes.
- We investigate opportunities to increase glass back into bottles to increase recycling of materials.
- We continue to explore expanding our service reach to support more Councils in resource recovery management.
- We identify commercial partners for volume of resources to grow our capacity to deliver services.
- We explore other opportunities for utilisation of our Resource Recovery Centres.
- We explore additional service offerings and the expansion of social enterprise opportunities.





NAWMA's Glass Fines Recovery Plant processes small pieces of broken glass for use in the making of roads and footpaths as a replacement for sand - an example of the circular economy in motion.



Drive Innovation in Resource Recovery and Residual Waste



Services

- NAWMA owns and operates a state of the art materials recovery facility (MRF) to process yellow lid kerbside bin recyclables from residents in our Constituent Council communities.
- We own and operate a fibre polishing plant (FPP) which enables the removal of a higher percentage of contamination embedded in recycled paper and cardboard which will create higher value uses for this material.
- As we work in a highly regulated environment with some risks, NAWMA is continually exploring ways to improve safety and increase compliance. We identify ways to engineer out the risk in our operations and reduce our workforce's exposure to risk.
- We use data analysis to drive informed decisions regarding contaminations.

CONFIDENTIAL



Released 14/11/2026



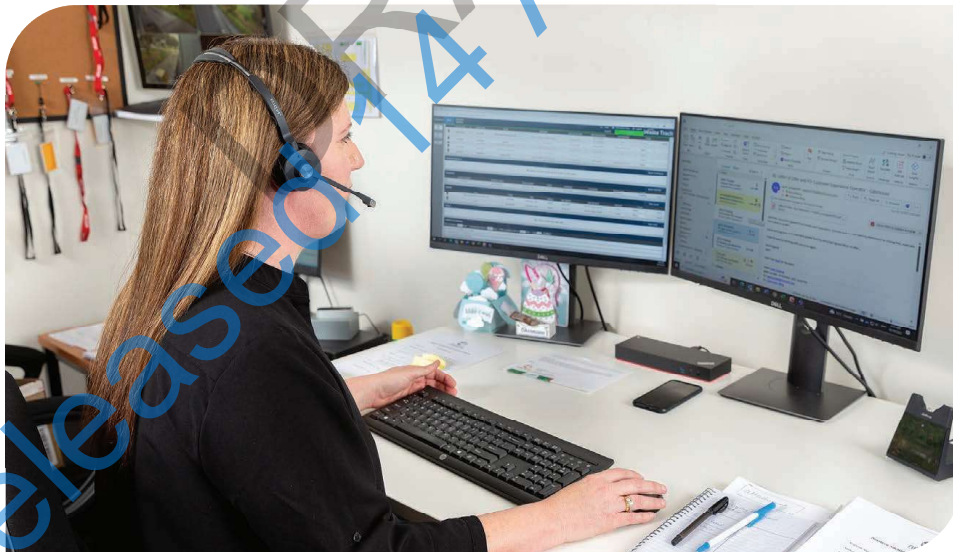


Drive Innovation in Resource Recovery and Residual Waste



New Initiatives

- We explore new technology opportunities to automate services and transactions, increasing efficiency and improving customer service.
- We continue to explore opportunities to provide new employment in our communities, and support the establishment of businesses and the growth of the local economy.
- We will work closely with partners to provide knowledge and expertise to alternative to landfill projects in our Constituent Council regions. This includes supporting initiatives and projects with technical know-how, management and administrative services.
- We invest in new technologies to enhance work, health and safety, risk management and governance across our sites.
- We will investigate the use of electric and hydrogen vehicles as alternatives to diesel in our service fleet, in conjunction with our Kerbside Collection Partner.



CONFIDENTIAL
Released





Our Fibre Polishing Plant (FPP) removes a greater level of contamination from recycled paper and cardboard, opening up material markets and ensuring the product is kept at its highest value.

Released April 2026
CONFIDENTIAL



Empower a Skilled and Dedicated Workforce



Our workforce is the key to NAWMA's on-going success in providing essential services to our communities in innovative and efficient ways.

The following will continue to be a focus to support the safety, development, job satisfaction and performance of our people:

- NAWMA provides a safe work environment. To maintain this, we continue to complete training needs analysis and plan and implement upskilling programs to enable our people to be safe at work.
- We have rigorous governance processes for safety and remain up to date with WHS legislation and new safety opportunities.
- We maintain the PSS1 standards for self-insurers.
- We promote and reinforce NAWMA values, and will initiate a program to support our people to live the NAWMA values for a great workplace culture.
- We have an inclusive workforce, to provide NAWMA with the diversity that supports innovation and reflects the communities we serve.
- We will continue team oriented activities to promote inclusion, team events, celebrate tenure, achievements and contributions.
- We keep our people informed via NAWMA news and share information across business units.
- We undertake staff satisfaction surveys and implement actions from survey results to improve the culture and work environment.
- In a tight labour market, we attract and recruit the required capability by undertaking proactive workforce planning.
- We benchmark remuneration to industry and make required remuneration changes to enhance skills retention.
- We will review and update position descriptions as required and identify gaps in capability to plan training and development requirements for roles as they evolve and grow.



Release 2026

CONFIDENTIAL





Lead High Value Opportunities in the Circular Economy

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

Governments

We work closely with several government organisations (State and Federal) regulators, funding agencies, environment bodies and Green Industries.

Councils

Our Constituent Councils are responsible for creating NAWMA to benefit their communities. In conjunction with our client Councils, they provide the inputs into our processes via their residents and ratepayers.

Communities

Our communities are at the start of our resource management process. We rely on them to dispose of their waste responsibly to commence the process of recycling and resource recovery.

Resource recovery industry

Local and overseas commercial organisations are part of our processes, from kerbside collection services to purchasing our resource products at the end of processing. We explore, develop and support alternatives to landfill and partner with industry to deliver innovative project solutions.

Remanufacturing industry

We form part of the value chain of other organisations in the circular economy, by providing inputs into their processes, thus transforming recovered materials into productive resources.

Processing partners and stakeholders

We work with partners and stakeholders to innovate our processes and to create additional value from recovered resources that benefits our Constituent Councils to benefit their ratepayers and communities.





Stakeholder Benefits NAWMA Provides

Stakeholder	The benefits NAWMA provides
<p>Local Councils</p>	<ul style="list-style-type: none"> • Reliable and cost-efficient collection of the three bin materials and municipal waste from ratepayers. • Efficient resource management through economies of scale and innovative practices. • Resource recovery services via centres that provide a high level of service to customers. • Work with responsible resource management partners here and overseas. • Provide a return on investment to the shareholders of NAWMA. • Strong contribution to strategic priorities in their Community Plans, especially regarding the environment. • Strong and productive working relationships. • Education of residents and communities. • Advocacy for better services, regulations, levies.
<p>Communities</p>	<ul style="list-style-type: none"> • Cost efficient services to reduce ratepayer costs. • Resource recovery services via centres that provide a high level of service to customers. • Education of residents and communities. • Supporting local businesses in Council areas. • Creating local employment opportunities.
<p>Workforce</p>	<ul style="list-style-type: none"> • Safe work environment. • Rewarding work and career opportunities. • Personal and professional development and growth. • Job stability and security. • Inclusive and collaborative culture at workplaces.

Release
 CONFIDENTIAL
 2026





Stakeholder Benefits NAWMA Provides

Stakeholder	The benefits NAWMA provides
<p>Resource Partners and Industry</p>	<ul style="list-style-type: none"> • Provide opportunities in and participate as a valued partner in the circular economy. • Provide support, knowledge and expertise to industry partners to help them develop products and materials to go into the circular economy.
<p>Commonwealth and State governments</p>	<ul style="list-style-type: none"> • Support the delivery of resource management and green energy policies. • Support achievement of waste management strategy targets. • Provide industry knowledge and perspective to governments via events and providing information. • Provide data for benchmarking.
<p>Regulators and compliance organisations</p>	<ul style="list-style-type: none"> • Provide information and data through reporting mechanisms that provides insights. • We explore the best solutions for resource recovery activity, beyond the basic requirements. • Work with them to develop new policies and provide insights for their initiatives.

Released April 2026

CONFIDENTIAL





NAWMA

71-75 Woomera Avenue
Edinburgh SA 5111

Phone 08 8259 2100

Email admin@nawma.sa.gov.au

nawma.sa.gov.au



Gawler



Released Draft April 2026