

8.2 NAWMA DRAFT STRATEGIC PLAN 2026-2031

Contact Person: Sam Green

Why is this matter confidential?

Subject to an order pursuant to Section 90(3)(g) of the *Local Government Act 1999*, This matter is confidential because Council is required by the relevant provisions in the NAWMA Charter 2024 to keep the NAWMA Board minutes confidential (unless the NAWMA Board resolves otherwise).

A. COMMITTEE TO MOVE MOTION TO GO INTO CONFIDENCE

No action – this motion passed in the open section.

B. THE BUSINESS MATTER

8.2 NAWMA DRAFT STRATEGIC PLAN 2026-2031

Responsible Executive Manager : Sam Green

Report Author : Renae Williams

Delegated Authority : Matters which can be delegated to a Committee or Staff but the Council has decided not to delegate them

Attachments : 1↓. NAWMA Draft Strategic Plan 2026-2031

PURPOSE

To provide opportunity for Council consultation and endorsement of the NAWMA Draft Strategic Plan 2026-2031 (Attachment 1).

STAFF RECOMMENDATION

Council endorses the NAWMA Draft Strategic Plan 2026-2031(Attachment 1).

EXECUTIVE SUMMARY

The City of Playford is one of the three (3) Constituent Councils of the Northern Adelaide Waste Management Authority (NAWMA), the regional waste management subsidiary for the northern region of Adelaide.

NAWMA develops a strategic plan every five years to guide the organisation's direction and priorities. The current strategic plan concludes at the end of 2025.

This report provides an overview of the NAWMA Draft Strategic Plan for the period 2026 - 2031.

1. BACKGROUND

NAWMA has prepared a new strategic plan to guide its operations and priorities over the coming years. While endorsement of the Strategic Plan by Constituent Councils is not a formal requirement under the NAWMA Charter 2024, the NAWMA Board has requested that the plan be referred to Councils for consideration and endorsement as part of its commitment to transparency and strategic alignment with member Councils.

The NAWMA Draft Strategic Plan 2026 - 2031 (Attachment 1) outlines NAWMA's operational focus and strategic priorities for the next five (5) years. It addresses key matters such as planning for landfill alternatives, investment in processing infrastructure, service delivery, and workforce development. The plan also sets objectives relating to resource recovery, cost efficiency, stakeholder engagement and compliance within a regulated operating environment.

2. RELEVANCE TO STRATEGIC PLAN

Decision-making filter: We will stick to our Finance Strategy to achieve long term financial sustainability while still delivering planned services, responsibly managing debt and promoting the growth of the city.

As a part-owner of NAWMA, Council has both an interest and a responsibility to ensure the NAWMA Board is well-guided by its Strategic Plan.

3. PUBLIC CONSULTATION

There is no requirement to consult the community on this matter.

4. DISCUSSION

- 4.1 The NAWMA Draft 2026 – 2031 (Attachment 1) outlines NAWMA's priorities for the 2026–2031 period, focusing on service delivery, infrastructure investment, and operational efficiency.
- 4.2 The NAWMA Draft Strategic Plan 2026 – 2031 (Attachment 1) has been prepared by NAWMA administration and endorsed in draft form by the NAWMA Board.
- 4.3 Council endorsement is not a requirement under the NAWMA Charter 2024; however, the NAWMA Board has requested the draft be referred to Constituent Councils for review and endorsement prior to finalisation.
- 4.4 It identifies key challenges, including the closure of the Uleybury landfill and the need to progress a viable landfill alternative for residual (red-lidded bin) waste. The NAWMA Draft Strategic Plan 2026 – 2031 (Attachment 1) also identifies the investment in advanced processing infrastructure, such as the Fibre Polishing Plant, which commenced operation in 2025.
- 4.5 The following strategic objectives are identified:
 - Delivering cost-effective resource recovery services, prioritising waste and recycling services, including kerbside collection, hard waste, and public drop-off centres.

- Driving innovation in waste processing and landfill alternatives, with a focus on technology, automation and data to improve contamination management, safety and processing performance.
- Supporting workforce capability, safety and inclusion through training, workforce planning, staff retention and inclusivity initiatives. NAWMA continues to have a focus on local employment opportunities that benefit the region.
- Partnering with local government, industry and the remanufacturing sector to maximise the value of recovered materials and strengthen circular economy outcomes.

5. OPTIONS

Recommendation

Council endorses the NAWMA Draft Strategic Plan 2026-2031 (Attachment 1).

Option 2

Council provides the following feedback on the NAWMA Draft Strategic Plan 2026-2031 (Attachment 1):

- _____
- _____
- _____

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

The recommendation enables Council to formally consider and provide feedback on NAWMA's Draft Strategic Plan 2026 – 2031 (Attachment 1), in line with the request from the NAWMA Board.

While not required under the NAWMA Charter 2024, referral of the plan to Constituent Councils reflects good governance practice and supports alignment between NAWMA's strategic direction and Council's waste and resource management objectives.

Risk Appetite

Reputation

Council has a low appetite for negative perceptions that compromise its credibility and reputation, achievement of its long term vision (Playford Community Vision 2043) and strategic objectives, or ability to maintain its status as a progressive and major growth Council.

This decision will provide ongoing guidance and decision-making capability to Council's core services associated with residential waste collection and disposal.

6.1.2 Financial Implications

Endorsement of the plan does not create any immediate financial or operational obligations for Council but acknowledges NAWMA's proposed priorities and areas of focus over the five-year period.

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

NAWMA has provided the opportunity for Council consideration of the NAWMA Draft Strategic Plan 2026 – 2031 (Attachment 1), and the policy implications will be dependent on Council's specific advice.

6.2.2 Financial Implications

There are no financial implications to Council in providing comment on the NAWMA Draft Strategic Plan 2026-2031.

Released 14 April 2025

C. COMMITTEE TO DECIDE HOW LONG ITEM 8.2 IS TO BE KEPT IN CONFIDENCE

Purpose

To resolve how long agenda item 8.2 is to be kept confidential.

STAFF RECOMMENDATION

Pursuant to Section 91(7) of the *Local Government Act 1999*, the Committee orders that the following aspects of Item 8.2 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(g) of the *Local Government Act 1999*:

- Report for Item 8.2
- Attachment for Item 8.2
- Minutes for Item 8.2

This order shall operate until determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999*.

Pursuant to Section 91(9)(c) of the *Local Government Act 1999*, the Committee delegates to the Chief Executive Officer the power to revoke this order at any time, and the Chief Executive Officer must advise the Committee of the revocation of this order as soon as possible after such revocation has occurred.

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