



Illegal Dumping Material Study & Illegal Dumping Strategy

Proposal



Prepared for Campbelltown City Council

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1 Introduction

This proposal forms Talis Consultants Pty Ltd (Talis) response to Campbelltown City Council's (Council) Request for Quotation (RFQ) to engage the services of a suitably qualified and experienced consultant to undertake and complete an Illegal Dumping Material Study and utilise the outcomes of the Study to prepare an Illegal Dumping Strategy which aligns with the NSW Government Illegal Dumping Strategy (due for release in late 2022). Talis has significant experience in the delivery of similar strategic waste projects across Australia, and as such has developed an in-depth appreciation for the waste management challenges faced by local government authorities. Some recent examples of similar works include:

- Riverina and Murray Joint Organisation (formally RAMROC) – Regional Waste Strategy 2017-2022 (2018);
- Port Stephens Council – Waste Management Strategy (2020);
- Camden Council – Waste and Resource Recovery Strategy (2022 - Present);
- Sutherland Shire Council – Waste & Resource Recovery Strategy (2021 – Present);
- Upper Hunter Shire Council – Waste Management Strategy (2021);
- Cessnock Shire Council – Strategic Waste Options Assessment (2019);
- Federation Council – Waste Management Strategy (2019);
- Leeton Shire Council – Waste Management Strategy (2019-2020);
- Murray River Council – Waste Management Strategy and Kerbside Collection Contract (2019- 2020);
- WARRRL – CDS MRF sample audits (2020-present) – Material recovery facilities and council kerbside recyclable bin audits across WA;
- Botanic Gardens & Park Authority (2021) – Kings Park & Bold Park – Public place parks, depot and administration buildings;
- DWER – CDS Baseline Audits (2019) – State-wide material recovery facilities and council kerbside recyclables audits – a total of 8 material recovery facilities and 10 councils ranging from Albany to Broome;
- City of Swan – Kerbside Recyclables Audit (2019) – including a CDS component;
- Shire of Port Hedland – Kerbside Waste Audit (2018) – including a CDS component; and
- Shire of Esperance – Kerbside Waste Audit (2018) – including a CDS component.

Talis believes that we are the ideal project partners to assist Council in achieving the desired outcomes for this significant project.

Mark Gifford will perform the role of Project Director and will oversee the day-to-day delivery of the project, while providing high level technical and policy advice as required throughout the project. Mark has considerable experience and a broad range of skills in regulatory practice, policy development and executive management and leadership. He is a regulatory practice professional with a background and training in policing, corruption prevention and environment protection and

conservation. Courtney Williams is a Senior Waste Consultant with 14+ years industry experience. Courtney will be the Project manager and the first point of call with Council throughout. Mark and Courtney will be supported by Alex Upitis and Jonathan Beckett who will form the roles of Technical Advisors. Mark and Courtney will also be supported by the wider Talis team in both our Newcastle and Nowra offices.

Talis has partnered with Resource Recovery Australia (RRA), who will undertake the visual audits and data recording.



RRA is a not-for-profit social enterprise that works in waste management to keep waste out of landfill, create jobs for people experiencing barriers to work, and to engage and connect people in our communities. RRA's innovative #Waste2Wages business models uses waste diversion activities to create employment opportunities for people experiencing barriers to work. RRA's social impact statement is provided in **Appendix A**.

If you have any queries regarding our Proposal, please contact Courtney:

Courtney Williams

Project Manager

Senior Waste Consultant

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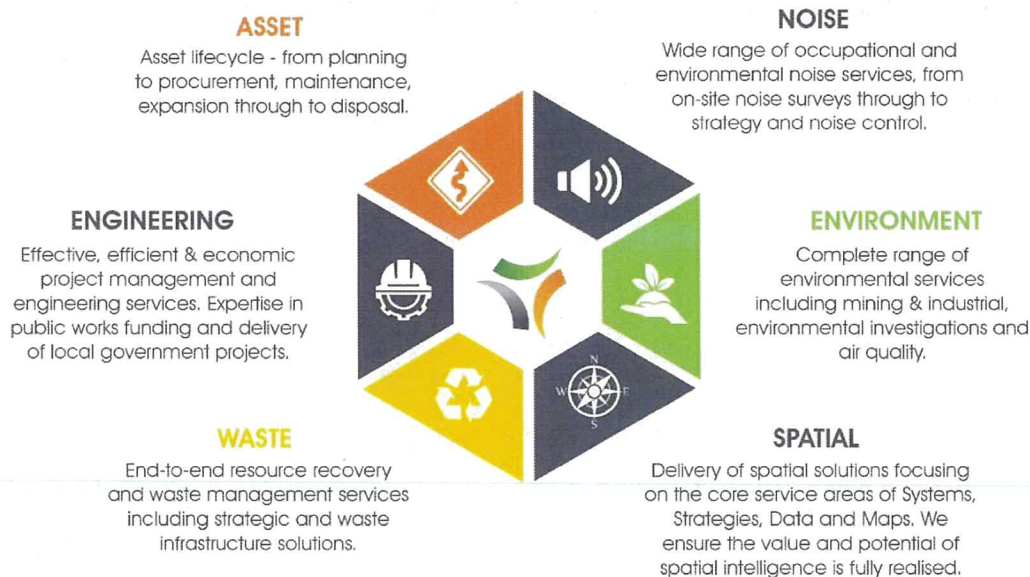
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1.1 About Talis

Talis is a specialised consultancy providing bespoke solutions in Asset, Engineering, Environment, Noise, Spatial, and Waste Management. Our multidisciplinary team has extensive experience and works with public and private sector clients across Australia, to provide efficient, effective, and economic solutions that benefit all stakeholders of a project. Since its establishment in 2012, the company has grown exponentially and currently has more than 65 employees.

Talis' consultancy services can be listed under six distinct categories:



We are committed to delivering fit-for-purpose solutions to our clients, by working alongside them to understand their needs and business objectives and to develop innovative solutions and strategies that benefit all stakeholders and add value to the project lifecycle. We service clients across a range of sectors within NSW, Western Australia and elsewhere interstate. Our commitment to our clients is guided by our core values of passion, integrity, quality, teamwork, client focus and employee focus and is demonstrated through our track record of projects delivered successfully across multiple sectors.

1.2 Why Talis Consultants?

There are several reasons why Talis sets itself apart from other potential candidates for this work, including:

- Project team members that have been employed by Local Government and therefore intimately understand the client's position and requirements;
- The Talis Team have extensive experience in preparing Waste Strategies; both under the former WARR Strategy 2014-21 and the current 20-Year Waste and Sustainable Materials (WaSM) Strategy;

- A waste consultancy team including waste strategists, environmental scientists along with civil, structural, environmental, and geotechnical engineers that can provide early input into the development of any Feasibility Study. This early involvement for engineers can be critical for waste strategy projects that assess the development of infrastructure;
- A Project Team with unrivalled experience and understanding of the waste management challenges faced by local governments across Australia;
- Voted within the Best Small Waste Management Consultancies in Australia for numerous years by the readers of the Waste Management Association Australia publication Inside Waste;
- Extensive knowledge of local government processes, procedures, and legislative requirements; and
- An extremely competitive price based on the experience of the Project Team assembled.

2 Project Appreciation

Talis appreciates that Council wishes to seek a deeper understanding of the incidents of illegal dumping that occur across the LGA, many of which are unbooked kerbside bulky collection services. By undertaking a visual assessment to determine the composition, source and volume of material dumped, a Council specific Illegal Dumping Strategy can be developed.

The Strategy will hinge on a dynamic, responsive, and adaptive framework which can adapt to changes which may potentially impact waste management at the local level and beyond. It will guide and align with the state's Illegal Dumping Strategy (due for release in late 2022) whilst retaining as much of a local focus as possible.

A key aspect to developing a targeted localised Strategy is understanding what drives people to dump their waste. In its 2013 Draft Strategy to combat illegal dumping, the NSW EPA's core tenant was that waste management stakeholders including councils need to understand the reasons why industries and individuals illegally dump waste to drive the development of effective strategies to combat illegal dumping.

The EPA asserted that illegal dumping is carried out by people in all parts of the community and that depending on the type of waste illegally dumped, there were four recurring reasons that motivate illegal dumpers, with reference to points 1, 3 and 4:

1. Convenience
2. using organised networks, particularly regarding waste generated by businesses
3. an unwillingness to pay, and
4. an uncaring attitude.

Addressing these motivations will enable strategies to be developed that deal with the root causes rather than the results of illegal dumping.

To assist with the development of a localised Strategy, Talis has partnered with EMRS to offer optional community research. The proposed community research will augment the core hard (waste) research activities of this initiative. It will provide insights into the human dimension of illegal dumping and address the community behavioural and attitudinal drivers that result in illegal dumping by residents in their own communities.

3 Methodology

The following sections detail Talis' methodology to meet Council's desired outcomes.

3.1 Project Inception Meeting

Talis proposes to commence the project through a Project Inception Meeting with Council (face to face) to ensure the objectives of the works are clearly understood including the final deliverables. It is anticipated that during the meeting, Council will provide some background to the project, as well as detailed discussion regarding Council's current approach in relation to illegal dumping as well as current illegal dumping trends found within the LGA. The Project Inception Meeting will be attended by Courtney Williams, Mark Gifford and a representative from Resource recovery Australia (RRA) who will attend via video/teleconference.

3.2 Project Management and Progress Meetings

Our culture encourages that open lines of communications are maintained with our clients throughout the delivery of our various projects. Throughout the life of the Project, Talis' Project Manager (Courtney Williams) will act as a single point of contact for Council. The scope of Project Management Services will cover:

- Communication correspondence (via, tele/videoconference, emails, phone calls) with Council and key stakeholders;
- Internal Talis Meeting;
- Internal Project Management Plan; and
- Internal Talis team management.

As requested within the RFQ, Talis will provide fortnightly updates on progress to enable the Project Team to respond to opportunities, issues or risks as they arise. Updates will be provided by the Project Manager, Courtney Williams, throughout the course of the Project via email.

Talis' Quality Management System is certified against AS 9001 and will utilise this to govern the delivery of this Project. The system has been established to govern all types of projects, from our smallest right up to our largest.

3.3 Illegal Dumping Material Study

3.3.1 Sampling Methodology

Talis understands that incidents of illegal dumping are recorded and managed by Council's Illegal Dumping Officer in an excel spreadsheet, with an average of 100 incidents reported per week. The majority of the incidents are unbooked kerbside bulky waste services and therefore are located within residential areas.

A sample size of 300 incidents will be undertaken across the LGA over a six-week period. Council will be required to provide Talis with a listing of the reporting incidents to enable a sample size to be selected using a randomised method and subsequent run sheets to be created. If it is found that a statistically significant number of cases are found to be from the one area, additional samples may be collected in order to accurately reflect the entire LGA. If available, samples will be taken from non-residential areas, including industrial areas, vacant land and bushland.

The requested sample size has a high likelihood of yielding accurate results (90% confidence with $\pm 10\%$ uncertainty) as it exceeds the domestic residual waste sample size outlined in the NSW EPA's Guidelines for Conducting Household Kerbside Residual Waste, Recycling and Garden Organics Audits in NSW Local Government Areas 2008.

The practicalities of the sampling methodology and the exchange of information regarding incidents will be discussed with Council at the Project Inception Meeting.

3.3.2 Data Recording & Analysis

Talis has partnered with RRA, and RRA will be undertaking the visual assessment and data recording. A team of two staff members will be deployed and as a minimum will record the following information:

- The type of illegal dumping;
- The likely source (municipal, commercial and industrial or construction and demolition)
- Composition of materials;
- Recyclable component of the illegally dumped material by type, volume and percentage;
- Volume of the total illegal dumping and of key materials;
- Location of the dumped items; and
- A photograph of each incident, from multiple angles to assist with identifying material and volumes.

All staff undertaking the audit will wear the appropriate PPE, including hi-vis vests, gloves and eye protection. Waste material will not be handled in anyway during the course of the audit.

Table 3-1 provides an approximate guide of the material categories to be used when assessing the dumped material. Material categories will be confirmed with Council at the Project Inception Meeting.

Table 3-1: Material Categories

Item	Description	Aggregated Category
Artwork	composite - frames, paintings, posters	Composite
BBQ		Metal
Bike	Bike, tricycle, scooter	Metal
Books/magazines	hard, soft cover, magazines	Paper/Card
Cardboard	Cardboard boxes, packaging board, cardboard off cuts, cardboard rolls	Paper/Card
Child car seat		Composite
Crockery	Plates, cups, bowls, jugs, platters (not glass)	Composite
Cookware	Pots, pans, baking trays (primarily meta)	Inert
Electrical – computers & peripherals	Computers, monitors, photocopiers, fax machines, printers, etc.	Inert
Electrical – small	Blender, kettle, toaster, power cords, lamps, adaptors	Electrical
Electrical - medium	Television, microwave	Electrical
Electrical - large	Fridge, washer, dryer, freeze, air conditioner, hot water system,	Electrical
Exercise equipment	stationary bike, treadmill, rower, weights	Electrical
Fencing	Hard fence	Composite
Furniture – composite	office chair, padded stools, kitchen chairs	Other
Furniture - lounge	single, two-seater, three-seater, recliner	Composite
Furniture - plastic	outdoor chairs, table, pool furniture	Wood
Furniture -wooden, treated	cupboard, bookshelf, dresser (chest of drawers), desk, TV cabinet, clothing rack	Wood
Garden Organics	vegetation, pruning	Metal
Insulation	Ducting and other insulation materials	Garden organics
Lawnmower	lawnmower, whipper snipper, edger	Inert
Mattress*	cot, single, double, queen, king	Composite

Metals - ferrous	cutlery, piping, sheet metal	Metal
Metals – non-ferrous	aluminium, copper	Composite
Paper – recyclable	office paper	Metal
Paper – composite	Packaging which is mostly paper, Files	Metal
Plastics - hard	buckets, esky, pots, Tupperware,	Paper/Card
Plastic – film	bubble wrap, plastic bags, plastic sheeting, tarpaulins	Paper/Card
Plastic – composite mostly plastic		Plastic
Play equipment (metal)	Swings, slides	Plastic
Plastic -Polystyrene foam (EPS)	Expanded polystyrene foam boxes, packaging and pellets	Plastic
Pram		Plastic
Rubber	Rubber mats, tubes, washers, foam, hoses	Plastic
Sporting goods - composite	tennis racquet, skis (water, snow), surf craft, balls, golf clubs	Metal
Textiles - carpet	carpet, rug, mat	Composite
Textiles - clothes		Rubber
Textiles – leather	shoes, handbags, luggage, jackets	Composite
Textiles – synthetic	shoes, handbags, lino	Textiles
Textiles – pillows and cushions		Textiles
Textiles - foam	underlay, matting	Textiles
Tools (composite)	saws, hammers, screwdrivers, brooms, rakes, shovels	Textiles
Toys - plastic	cars, swings,	Textiles
Toys - fabric	soft toys	Textiles
Toys – composite	Toys made up of metals, fabrics and/or plastics	Textiles
Wood - treated	painted or varnished wood and furniture pieces bed frames,	Composite

Wood - untreated	Pieces of solid timber without any visible signs of treatment. Timber off-cuts, posts, large logs & stumps	Plastic
Wood – engineered	MDF, chipboard, blue frame timber	Textiles
Bagged general waste	Excess general waste which should have been placed in the residual bin, including food	Wood
Construction material - inert	bricks, concrete, tiles, cement bags, rocks, ceramic sinks, baths	Inert
Glass- plate glass	Window glass, windscreens, mirrors, screens	Composite
Hazardous waste	asbestos, gas bottles, fuel, paint containers with paint in them, oil, acid, thinners,	Composite
Tyres	motorbike, car, truck, tractor	Hazardous
Oversize	Anything rigid longer than 2m	
Bric-a-brac	Other small items, composite, not easily categorised in the previous categories	Composite
Other – describe	Other significant items not listed above	Rubber

Following completion of the data analysis, Talis will provide Council a copy of the raw data in excel format and a map, or series of maps depending on the geographic spread of incidents, identifying the locations of the audited incidents. This information will be used to identify hotspot locations across the LGA. Talis has internal GIS trained staff who can prepare the maps to meet the desired look and feel for Council's purpose.

3.3.3 Illegal Dumping Material Study Report

3.3.3.1 Draft Illegal Dumping Material Study Report

Talis will utilise the outcomes of the visual audits and data analysis to formulate the Illegal Dumping Material Study Report. As a minimum the Report will include:

- Project background;
- Audit methodology;
- Audit results;
- Additional analysis;
- Photographic images;
- Identified issues;
- Identification of hotspots and supporting graphic representation (map/s);
- Recommendations/opportunities, and
- Conclusions.

The Draft Illegal Dumping Material Study Report will be provided to Council in MS Word format in conjunction with the audit sampling data in MS Excel a minimum of five days prior to the Workshop (Section 3.3.3.2).

3.3.3.2 Draft Material Study Summary Report

Talis will utilise its in house graphic designer to prepare the draft Material Study Summary Report. The Summary Report will be limited to two pages and will condense the information within the draft Material Study Report and will present the headline results through the use of infographics in a simple and informative manner. Talis will provide the Draft Material Study Summary Report in PDF only, as it will be created in InDesign, which is not suitable for conversion to MS Word.

3.3.3.3 Workshop (half day face-to-face)

Talis will attend and facilitate a half day face-to-face Workshop with relevant Council officers. As part of the Workshop Talis will detail the outcomes of the visual audits and the key findings of the Illegal Dumping Material Study Report.

The Workshop will provide Council the opportunity to provide feedback and comments on the draft Report for incorporation into the final Report. Council will also have the opportunity to provide feedback and comments on the draft Material Study Summary Report.

The Workshop will be attended by Courtney Williams and Mark Gifford.

3.3.3.4 Final Illegal Dumping Material Study Report & Summary Report

Based on the outcomes of the Workshop, Talis will finalise the Illegal Dumping Material Study Report and will provide it to Council in PDF and MS Word format as well as the audit sampling data in excel. Talis also finalise the Material Summary Report and provide it to Council in PDF.

3.4 Illegal Dumping Strategy

3.4.1.1 Strategic Direction Workshop (half day face-to-face)

Following the acceptance of the final Illegal Dumping Material Study, Talis will attend and facilitate a half day face-to-face Workshop with relevant Council officers to establish the strategic vision and objectives for inclusion in the Illegal Dumping Strategy. The Workshop will also be used to discuss and agree upon an action plan to implement the recommendations noted in the Illegal Dumping Material Study.

The Workshop will be attended by Courtney Williams and Mark Gifford.

3.4.1.2 Draft Illegal Dumping Strategy

Based on the outcomes of the Workshop and works completed as part of the Illegal Dumping Material Study, Talis will prepare the draft Illegal Dumping Strategy. Talis acknowledges that the Strategy must also align with the NSW Illegal Dumping Strategy which is due for release in late 2022. Talis anticipates that the Illegal Dumping Strategy will include:

- Executive summary;
- Background;

- Strategic vision and objectives;
- Current illegal dumping trends across the LGA (based on the Illegal Dumping Material Study)
- Action plan, which includes:
 - Stakeholder engagement;
 - Enforcement;
 - Monitoring; and
 - Evaluation.

The Draft Illegal Dumping Strategy will be provided to Council in MS Word format a minimum of five days prior to the Workshop (Section 3.4.1.3).

3.4.1.3 Workshop (half day face-to-face)

Talis will attend and facilitate a half day face-to-face Workshop with relevant Council officers. The Workshop will provide Council the opportunity to provide feedback and comments on the draft Strategy for incorporation into the final Strategy.

The Workshop will be attended by Courtney Williams and Mark Gifford.

3.4.1.4 Final Illegal Dumping Strategy

Based on the outcomes of the Workshop, Talis will finalise the Illegal Dumping Strategy and will provide it to council in PDF and MS Word format.

3.4.1.5 Optional Tasks – Community Facing Illegal Dumping Strategy

Illegal Dumping Strategies often contain complex technical and/or financial information and tend to be quite lengthy. As a result, this style of Strategy does not clearly or succinctly convey the key messages that concern key stakeholders such the community or Councillors, which often results in a lack of engagement and buy-in.

A visually appealing standalone Illegal Dumping Strategy (maximum of 12 pages) can assist in breaking down the barriers associated with the technical and financial jargon and present a more simplified document in which Councillors and the community can be engaged by, take ownership of and be proud of. The community facing Illegal Dumping Strategy will include the necessary vision, objectives and action plan however, presented in a manner that is translated for a public audience and is relatable.

Talis proposes that the community facing Strategy is advertised and utilised publicly while the larger more complex technical Strategy document provides the justification and background information relevant Council. Talis' in-house experienced marketing specialist and graphic designer, Jacqueline Lyonette, can achieve the desired visual look and feel for the community facing Strategy. Jacqueline will assemble the document utilising content from the finalised Strategy MS word document, together with logos, photos, graphs, diagrams and infographics. This will ensure that the community facing Strategy is visually appealing whilst also providing the relevant data, information and adhering to Councils own style guide.

Upon assembly of the community facing Strategy by our graphic designer, Talis will provide Council and the opportunity to provide feedback prior to finalising.

Talis has provided an optional cost to prepare the Community Strategy (Section 7).

3.4.2 Community Research – Optional

As previously mentioned, Talis has partnered with EMRS, a full-service social market researcher based in Hobart with offices in Sydney with over 30 years' experience in delivering quality research outputs and outcomes, to deliver community research.

The community research will generate insights that will support the empirical hard data research that will provide Council confidence in its Illegal Dumping Strategy development to reduce this behaviour, improve the amenity of and local pride in the area and reduce Council's costs of managing illegally dumped household waste.

The research will be undertaken via:

- A quantitative online survey of 300 residents to deliver statistical information regarding residents' illegal dumping behaviours, attitudes and motivations; and/or
- Two focus groups of self-identifying illegal dumping residents to explore the reasons and motivations for the behaviours including:
 - frequency;
 - waste types;
 - attitudes towards illegal dumping and waste management in general; and
 - the strategies (awareness raising, community engagement, additional services, penalties, pride in and care for local amenity, etc) that could encourage changes to their current illegal dumping practices.

Talis and EMRS believe that both the survey and focus groups will provide excellent results from the community research however, if Council elects to undertake only one approach, it is suggested that the focus groups be prioritised. Talis and EMRS have provided separate optional costs (Section 8.2) for each task including a combined price to undertake both.

If selected by Council, the following will be undertaken prior to the preparation of the Illegal Dumping Strategy.

3.4.2.1 Quantitative Survey

Design

EMRS will co-design with Talis (and Council) a fit for purpose questionnaire suited to online survey method. EMRS have budgeted a 12-minute average length of interview (including demographics), which is suitable for this topic and capable of generating quality data. The survey fees include two open ended questions.

Sample Selection

Representative quotas by age and gender and location will be drawn, using standard age-groups. A robust sample size of $n=300$ will be collected, which will deliver a margin of error of 5.2% at the 95% confidence level.

All respondents will be 18 years of age or older and will have lived in the LGA for the previous six (6) months at the time of data collection. Employees of Council or any market research organisations will be screened out before starting the survey. EMRS uses a weighting limit of two (2) for any demographic (normally by age and gender). If the response rate for a specific quota is poor and it is necessary to weight above this level, it will be resolved accordingly.

Fieldwork

Data collection will be by online method using approved third-party panels. EMRS estimate fieldwork will take two weeks to complete.

Analysis & Reporting

EMRS uses industry benchmark automated analytical software including, SPSS and Q. This powerful software suite enables us to deploy multi-faceted analysis rapidly, and to generate key insights and deeper analysis. These tools support the extensive human analytical capacity of EMRS.

EMRS will provide:

- A detailed Management Research Report including executive summary, full analysis, internal benchmarking (where available), recommendations;
- A graphic PowerPoint presentation; and
- De-identified but otherwise complete Final Data File (SPSS or Excel format).

Presentations are not included but can be delivered for an agreed fee.

3.4.2.2 Qualitative (Focus Groups) Research

Design

Following the quantitative research, EMRS propose to conduct two focus groups with self-identifying illegal dumper residents to explore behaviours, motivations and behaviour/values change opportunities. They will be recruited based on anonymity and non-judgement or risk of being penalised by Council through their self-identification.

This is a constructive approach that reflects best-practice market research. It will provide rich information that will provide insights with immediate practical applications for Council's planning and operations. It will strengthen the quantitative research findings and provide Council confidence in its Illegal Dumping Strategy development to reduce this behaviour, improve the amenity of and local pride in the area and reduce Council's costs of managing illegally dumped household waste.

EMRS will conduct these focus groups as follows:

- Recruitment and management of participants;
- Design of focus group structure and schedule;
- Development of moderator's guide;
- Development of stimulus material (if required);
- Recording of group sessions; and

- Thematic analysis and reporting

Scope

Two focus groups are planned, each lasting up to 1.5 hours and comprising 6-8 participants. Larger groups generate sub-optimal information as there is insufficient time for everyone to effectively participate. EMRS recommend recruiting up to 9 participants per focus group to allow for non-attendance on the day. EMRS also recommends offering incentives to improve attendance: in this case \$60 per attendee is recommended.

Focus groups will be held during weekdays, with two evening sessions for the convenience of working participants and those unable to attend during the day.

Recruitment

EMRS will conduct recruitment and manage all recruitment requirements and maintain accurate participant and attendance lists at all times. EMRS use SMS and a phone reminder process leading up to the event to promote maximum participation. EMRS will also design and distribute pre-reading materials as required to the participant.

Data Collection

Data collection typically includes:

- Written documentation – flip charts, ranking exercise charts, etc.
- Facilitator notes
- Audio and/or video recording (if transcription is required by Council will be at additional cost)

EMRS usually records focus group discussions with participants' consent; this enhances the report findings and recommendations from the research. EMRS usually uses two moderators in focus groups; a senior moderator to lead the focus groups and an assistant to support its smooth running (especially timekeeping) and capture comments, actions and group interactions.

Data collection techniques used to gather data during the focus groups could include:

- Priority matrix;
- Projective techniques;
- Associative chains and laddering;
- Third person questioning;
- Thought bubbles;
- Covert access techniques;
- Non-verbal communications; and
- Analysis and Reporting.

EMRS will undertake detailed analysis using a range of appropriate market research software including 'NVivo' and 'Leximancer' to analyse themes, develop word clouds and - where sufficient data allows - correspondence maps. Where quantitative data is collected using the recommended workbook method, this will be analysed to give priority and importance ratings to directions.

Areas of analysis to be covered are outlined below:

- Focus group methodology;
- Analysis of participant evaluations;
- Thematic analysis on comments;
- Quantitative analysis of workbook data (if applicable); and
- Other elements Talis would like included will be agreed prior to commencement of analysis.

EMRS will also include a short (five question maximum) feedback opportunity regarding the focus groups itself. This gives insight into the success of the format and value of the focus groups to the community.

A copy of EMRS' capability statement is provided in **Appendix B**.

4 Project Timeline

Talis proposes to discuss the project timeline with Council during the Project Inception Meeting and confirm relevant dates. The table below shows the projected timeline for the completion of the project. Based on current workloads and staff member availability, Talis have the capacity to commence the Project upon commissioning by Council to ensure that the project progresses in a timely manner. In addition, Talis can call upon additional members of staff to ensure that the project is completed within the designated timeframes.

Task	Due Date
Inception Meeting	17 June 2022
Commence Audit	27 June 2022
Complete Audit	12 August
Draft Material Study and Summary	26 August 2022
Draft Material Study Workshop	2 September 2022
Final Material Study and Summary	9 September 2022
Illegal Dumping Strategy Workshop	16 September 2022
Draft Illegal Dumping Strategy	2 weeks after release of new NSW Illegal Dumping Strategy (late 2022)
Draft Illegal Dumping Strategy Workshop	1 week following submission of draft strategy to council
Final Illegal Dumping Strategy	1 week following the workshop

5 Project Team

As discussed previously, Talis has amassed a Project Team that has significant experience in the delivery of waste management projects like this. Talis can also spread the workload across the team, to ensure that the project is delivered cost effectively for the benefit of Council.

Mark Gifford will form the role of Project Director and will oversee the delivery of project. Mark has been the acting Chair and CEO of the NSW Environment Protection Authority (EPA) and held the position of Chief Environmental Regulator. As Chair and CEO Mark led and was directly involved in the EPA delivering several key waste related policies and initiatives for NSW including the states' first ever Container Deposit Scheme, Circular Economy Statement, 20 Year Waste Strategy, Energy from Waste proposals, Alternative Waste Treatment and the application of Resource Recovery Orders and Exemptions for new waste initiatives. Mark has represented the NSW EPA and Government at several Parliamentary Inquiries including on waste management in NSW. In his role as Chief Environmental Regulator Mark had regulatory oversight for compliance and enforcement of waste and other industrial activities. Mark will provide high-level technical input including a review, based on the anticipated requirements within the Strategy, from an EPA perspective.

Courtney Williams will form the role of Project Manager and will be the main point of contact throughout the project. Courtney will oversee the day-to-day delivery of the project and will be the main author of key documents. Courtney is a Senior Waste Consultant has 14+ years of waste management experience across a broad range of areas including approvals, strategies, waste collection and processing contracts, compliance, and infrastructure implementation. Courtney previously worked for Shellharbour City Council and delivered a range of waste procurement projects including two kerbside collection contracts, two recyclables processing contracts, a garden organics processing contract and the design, build, own and operate contract for the food organics and garden organics processing facility that operated at Council's waste facility. During her time at Shellharbour City Council, Courtney was the licensee for Council's owned and operated landfill and was involved with the feasibility, approval process, construction, and commissioning of an in-vessel Food Organics Garden Organics (FOGO) composting facility. During her time at Shellharbour City Council, she also worked closely with the City Services Team, Regulation and Enforcement Team and the Regional Illegal Dumping Coordinator at Illawarra Shoalhaven Joint Organisation in relation to the management of illegal dumping across the LGA.

Jonathan Beckett is our designated Technical Advisor. Jonathan is a Principal Waste Management Consultant with 25+ years in the industry working for both public and private enterprises. Jonathan's experience ranges from operational, managerial, business development and strategy development experience within the areas of environmental protection, waste, management, resource recovery and recycling. Jonathan has been employed in senior positions managing all aspects of service delivery, client/customer service, operational and professional staff, regulatory compliance, budget development and control, WHS, as well as delivery of major projects, operational reviews and assessments, and technology assessments and delivery. Jonathan will provide technical support to the project and be the key reviewer of documents as required.

Alex Upitis is a Senior Waste Management Consultant and Environmental Engineer with substantial experience in developing strategic waste management solutions on behalf of the public and private sectors. Recently, Alex has been involved in the development of several waste management and resource recovery strategies within both metropolitan and regional areas and has a strong understanding of the issues faced by local governments across NSW. Alex has over 10 years waste industry consulting experience and currently holds the position of Waste Team Lead for NSW, ACT and VIC. Alex will provide technical assistance as required.

Kathy Maguire has a Master's in Environmental Management, a Diploma in Integrated Business Management Systems - Lead Auditor and a Graduate Diploma in Library Science. Kathy's skillset centres on waste and environmental report writing, research and information delivery. Kathy's waste management industry experience is complemented by over 15 years' experience as an environmental researcher and a solid background in project management, information technology and database management. Kathy will provide support and undertake tasks such as report writing, data analysis and modelling works.

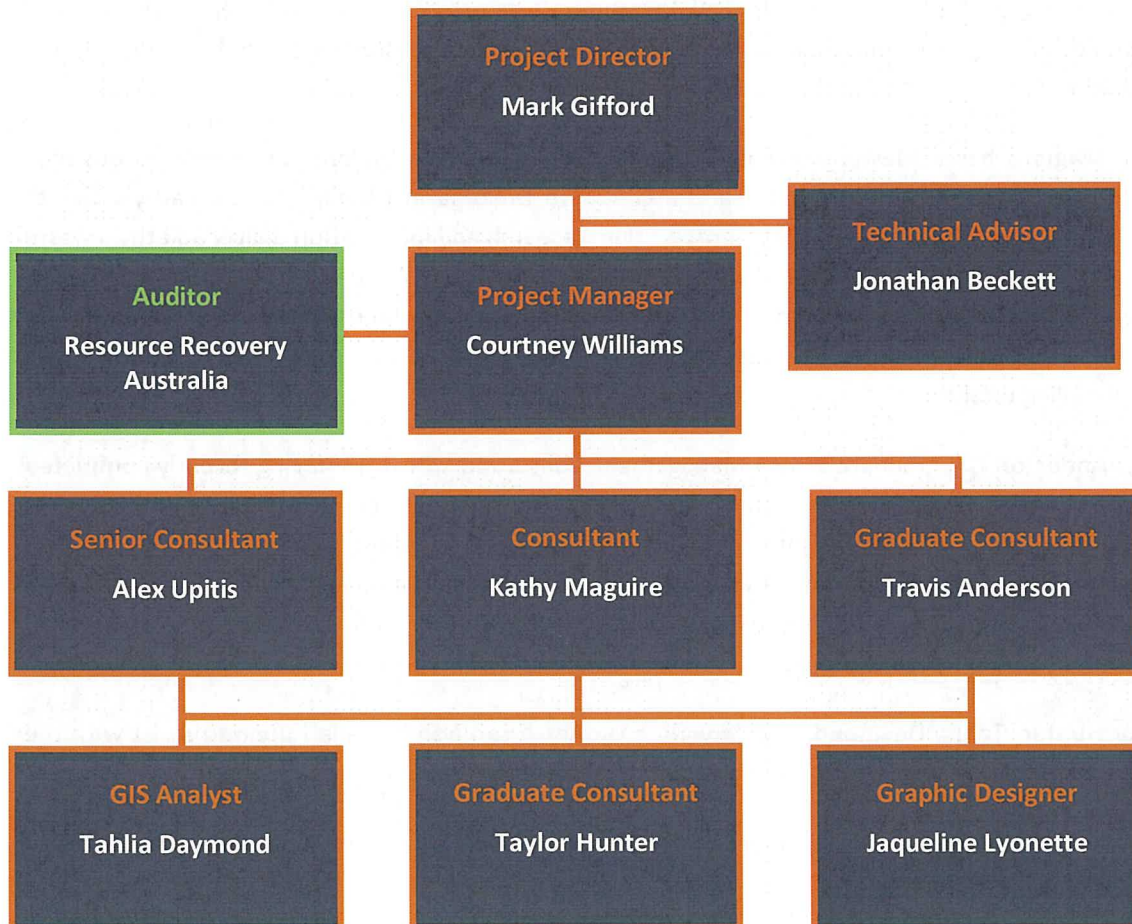
Travis Anderson is a graduate Waste Management Consultant with Talis having recently completed his Bachelor of Physical Geography and Environmental Geosciences along with a Bachelor of Science (Honours) in 2020. Travis has an interest in environmental management, science, human geography, and geosciences. His position with Talis provides a solid foundation to apply these interests to the waste management and resource recovery industry. Travis will assist with research, data consolidation and analysis throughout the project.

Taylor Hunter, Tahlia Daymond, and Jaqueline Lyonette can also be called upon to assist with the project by providing specialist GIS mapping and graphic design capability.

Resource Recovery Australia (RRA) will provide a team of two staff members to undertake the visual audits and data recording.

An overview of the Project Team is shown in Figure 5-1. Curriculum Vitae for the Key Project Team members is provided in **Appendix C**.

Figure 5-1: Project Team Structure



6 Relevant Experience

The Talis Project Team has vast experience in the delivery of similar projects. This section demonstrates the experience of Talis with similar projects and clients, delivering the services required for this project.

6.1 Strategies

Project: Regional Waste Strategy 2017 – 2021 (2017)

Client: Riverina and Murray Joint Organisation (RAMJO formally RAMROC)

The Riverina and Murray Joint Organisation (RAMJO) in the southwest of NSW came together and engaged Talis to prepare a Regional Waste Avoidance and Resource Recovery Strategy (the Strategy) to set the direction for the implementation of an efficient and sustainable waste management system across the region.

Talis undertook a thorough consultation process which involved workshops with the RAMROC members and coordinators and the release of surveys to seek feedback to determine the preferred approach to implement the Strategy. As a result, the following critical aspects were identified to facilitate the goal of transitioning to a sustainable waste management system across the RAMROC region:

- Leadership, facilitation, and empowerment
- Education and marketing
- Regional collaboration
- Holistic approach
- Waste data
- Resource recovery services
- Waste management infrastructure planning
- Funding opportunities

The Regional Waste Strategy 2017-2021 identifies the priorities for the region and determines the current and future services, infrastructure, and educational requirements to achieve the RAMROC goals while aligning with New South Wales (NSW) 2021: A plan to make NSW number one (NSW Government, 2012), the Waste Avoidance and Resource Recovery Strategy 2014-21 (WARR Strategy) and the implementation of the Waste Less, Recycle More initiative.

Project: Camden Council Waste and Resource Recovery Strategy (2022)

Client: Camden Council

Talis was engaged by Camden Council to develop and design Council's Waste and Resource Recovery Strategy 2031 and Stage 1 Action Plan with the following objectives:

Project: Camden Council Waste and Resource Recovery Strategy (2022)

Client: Camden Council

- To provide Council with direction and a strategic plan;
- To prepare Council for upcoming changes and guide Council's Waste and City Presentation Branch into the future;
- To support Council's key waste focus areas including Public Health, Responsible Waste Disposal, Reliability and Customer Service;
- To support the delivery of Council's internal strategies including the Community Strategic Plan (CSP) and Waste Levels of Service; and
- To identify key opportunities and challenges to allow for the development of action plans.

The development and delivery of the Strategy included;

- A review of existing resources including Federal, State and Regional documents as well as Council's own documentation;
- Consultation with both internal and external stakeholders via a telephone survey;
- Development of the Camden Council Waste and Resource Recovery Strategy including themes, objectives, targets, and action plans; and
- The design and publishing of the Strategy using Talis' in house graphic designer.

Project: Upper Hunter Waste Management Strategy (2021)

Client: Upper Hunter Shire Council

Talis was commissioned by Council to develop Resource Recovery and Waste Management Options Report and subsequently a community focussed Resource Recovery Strategy to transition Council towards a more sustainable system. Council will implement a new 3-bin kerbside collection service soon and the Strategy will consider the consequences and benefits of this over the next 10 years. Talis was tasked with identifying a suitable kerbside collection frequency for the FOGO system such as fortnightly or weekly and subsequently whether general waste became fortnightly.

In addition, Talis undertook an optimisation study of Council's waste management facility network, to identify and determine the most efficient long-term use of Council's five facilities. Talis also prepared schematic landfill closure profile for four sites to provide an indication of the likely landfill life remaining at each site.

To ensure the success of the Strategy, Talis undertook community engagement prior to the development of the Strategy utilising a telephone survey, and then following the development of the draft Strategy, undertook further engagement via public exhibition and an online survey.

Project: Waste Management Strategy 2022 – 2032 (2022)

Client: Kempsey Shire Council

Talis was engaged by Kempsey Shire Council to prepare its Waste Management Strategy 2022 – 2032. Kempsey Shire Council is a local government area (LGA) located in the mid-north coast region of NSW. It has a population base of just under 30,000 not projected to increase over the next 20 years, covering the townships of Kempsey, South-West Rocks and Crescent Head.

Kempsey Shire Council wishes to shift priorities to greater resource recovery and minimal risk exposure over the next 10 years of its new Waste Strategy, transitioning to a position of sustainable regional leadership and innovation. Furthermore, Council wishes to support development of a regional circular economy (CE) built on regional opportunities, and MIDWASTE's upcoming 20-Year regional strategy - Regional Response to (the NSW EPA's) Waste and Sustainable Materials (RRWaSM).

Talis will develop a new Strategy for Council which will be flexible in approach, and provide regional, regulatory and policy context, considering industry best-practice and emerging technologies to support this transition. The strategy will be accompanied by an Action Plan to deliver the strategic initiatives, using SMART principles over the short, medium and long term. The Action Plan will also provide summary material for Council to update its Waste Education Program.

Talis anticipates completing the Strategy mid-2022.

Project: Long Term Waste Management Strategy (2020)

Client: Port Stephens Council

The changes to the NSW State Government policy on Mixed Waste Organics Output (MWO) has had a significant impact in relation to Port Stephens Council's current waste strategy and systems. Talis was commissioned by Council to develop a long-term waste management strategy with a focus on determining Council's preferred resource recovery approach in light of the MWO ban. Council is contracted until 2027-28 to a facility processing MWO therefore, the Strategy will consider both a solution during the interim phase prior to this time and another following the contract end date. In addition, Talis will undertake extensive community engagement during the development of the strategy including:

- Three face-to-face public consultation sessions (over 3 nights);
- One face to face councillor session;
- Three online public consultation forums;
- Online survey; and
- Telephone survey.

Project: Long Term Waste Management Strategy (2020)

Client: Port Stephens Council

The development of the waste strategy will provide a long-term direction for Council's future waste management systems. The project has recently commenced and is expected to be completed March 2021.

Project: 20 Year Waste and Resource Recovery Strategy 2021 – 2041 (2021)

Client: Sutherland Shire Council

Sutherland Shire Council sought the acquisition of consultancy services to develop a long-term (20 year) Waste and Resource Recovery Strategy to provide direction for its future waste management systems. The development of the Strategy comprised the following five Tasks:

- Task 1 – Review of Existing Services
- Task 2 – Councillor Workshop
- Task 3 – Recommendations and Solutions for Waste Management
- Task 4 – Establish Measures for Reporting and Evaluation
- Task 5 – The 20 Year Waste & Resource Recovery Strategy

Talis is nearing the completion of these works with the project expected to be completed by the end of 2021.

Project: Waste Management Strategy (2020)

Client: Federation Council

Talis was engaged by Federation Council to develop a Waste Management Strategy following the completion of the Waste Management Review and Strategy Action Plan, which Talis also prepared.

The scope of work includes a detailed assessment of the key actions identified in the Strategy Action Plan, including:

- rationalisation of waste facilities;
- waste management facility site selection study;
- in-house waste collections;
- tourism and public place waste management;
- regional composting facility; and
- performance improvement

The detailed evaluation included a Triple Bottom Line assessment, extensive community engagement in relation to the key actions and the development of an implementation plan which includes costs estimates against each action.

Project: Waste Strategy Options Report (2019)

Client: Cessnock City Council

Cessnock City Council engaged Talis to prepare a Waste Strategy Options Report to determine the most feasible and sustainable options for waste management into the future. As part of developing the strategy, Talis undertook the following:

- Site visit;
- Desktop review;
- Comparison of other councils;
- Identification and evaluation of options; and
- Financial assessment.

The Waste Strategy Options Report presented Council with a suite of realistic options along with longer-term aspirational options which included regional collaboration with neighbouring councils to improve the feasibility of larger waste management infrastructure projects. Council utilised the Waste Strategy Options Report as the basis for preparing its own long-term Waste Management Strategy.

Project: Waste Management Strategy (2020)

Client: Leeton Shire Council

Talis was engaged by Leeton Shire Council to develop a Waste Management Strategy. The scope of work included a review of Council's current waste services, waste generation rates, performance against state targets, identification and assessment of key waste management actions and priorities moving forward and community consultation in relation to the key actions. The Strategy will be complemented with an Action Plan which identifies key actions to be undertaken by Council and their priority level moving forward.

Talis is also preparing a landfill closure and post closure management plan, which will be developed with the actions of the strategy in mind to accurately determine waste to landfill volumes.

Project: Commercial Waste Management Strategy (2019)

Client: Woollahra Municipal Council

Talis was engaged by Woollahra Municipal Council to investigate the current waste management practices of businesses in the Double Bay commercial area who utilise the existing small network of laneways and prepare a commercial waste management strategy which achieves, in a practical way, the desired operational yet aesthetic and visual desires of the local businesses.

The Double Bay laneways are used by businesses as retail frontages, alfresco dining, display of goods and accommodate business and community related events. However, the laneways were originally designed primarily as service laneways for deliveries and waste collections. Therefore, the current

commercial waste management practices hamper achieving the desired operational and visual outcomes. The commercial waste strategy will strike an appropriate balance between the operational and practical issues relating to waste collections while accommodating more aesthetically pleasing and energised spaces for use by the community.

Project: Waste Management Services Review and Facility Consolidation (2018 –2019)

Client: Murray River Council

Following the amalgamation of the former Councils of Murray and Wakool, the Talis Team was engaged by the newly formed Murray River Council to undertake a complete waste services review and identify opportunities to consolidate the number of waste management facilities across the Council. The Murray River Council has 10 formal waste management facilities that range from large landfills down to small unmanned, unfenced waste transfer stations. Talis has visited each of these sites and has started the process of investigating and determining the most efficient network of waste management facilities for the Murray River Council. Key criteria for the network of facilities are that it provides a suitable level of service to the residents while being cost effective and limiting environmental risks.

Project: Waste Management Review and Action Plan (2019)

Client: Federation Council

Talis was engaged by Federation Council following a recent restructure which resulted in new waste management staff. To provide background to Council regarding its historic and current waste management practices, Talis undertook a review to present to Council as a formal document 'where Council had been' and subsequently 'where they currently are'. These two documents allowed Council to discuss with the community the best course of action and to learn from previous experience to not make the same mistakes and to improve on current waste management practices. Talis developed an Action Plan to support the improvement of waste management within Federation Council with the key action to prepare a Waste Management Strategy.

Project: Waste Services Review (2019)

Client: Wingecarribee Shire Council

Wingecarribee Shire Council commissioned Talis to undertake a review of its waste management services as part of its ongoing Fit for the Future commitment to undertake a comprehensive service review. Talis' tasks for the project include:

- Stakeholder Consultation and Communications (including survey);
 - Review of current Service Delivery Models
-

Project: Waste Services Review (2019)

Client: Wingecarribee Shire Council

- Financial Analysis of the services
- Cost Benefit Analysis
- Change Management Plan for proposed improvements
- Recommendations Workshop
- Reporting

The project will ensure that Council is providing the waste management services that its community expects and will ensure the necessary information and tools are available to Council to achieve its desires.

PROJECT: Regional Feasibility Study on Organic Separation from Household Waste (2021)

CLIENT: Macarthur Strategic Waste Alliance (MSWA) on behalf of Campbelltown City Council, Camden Council and Wollondilly Shire Council

Talis was recently engaged to undertake a Regional Feasibility Study into Organic Separation from Household Waste on behalf of the Macarthur Strategic Waste Alliance (MSWA) comprised of Campbelltown, Camden, and Wollondilly councils. Along with identifying the advantages and potential risks associated with implementing a food organics/garden organics (FOGO) kerbside collection service, Talis sought to fully understand the product markets for FOGO derived compost products and ensure any approach was financially feasible. The key tasks associated with the project include:

- Literature Review
- Government and Circular Policy review
- Key Stakeholder Research and Consultation
- Market Demand and Processing Options
 - State of the Market
 - Waste Projections & Compositional Analysis
 - Markets and Regional Demand
 - Organics Use, Standards and Chain of Custody
 - Barriers and Opportunities
 - Processing Options
- Collection and Service Delivery Options
- Cost Benefit Analysis and Financial Modelling
- Risk Profile and Mitigation Strategies

PROJECT: Onsite Organics Processing Technologies Assessment (2021-22)

CLIENT: Southern Sydney Regional Organisation of Councils

Talis was engaged by the Southern Sydney Regional Organisation of Councils (SSROC) to undertake an assessment of risks and benefits of onsite organics processing technologies at Multi-Unit Dwellings (MUDs).

Whilst community support and willingness to participate is essential to the performance of an onsite organics approach for MUDs, suitable end-markets are critical to ensuring the circularity of the service. There is little point in source separating this material if there is no beneficial end use available. Sound stakeholder engagement and market analysis will assist in determining the feasibility of implementing a FO/FOGO solution which includes organics services for MUDs.

As part of the project Talis produced of a total of three separate documents for use by SSROC and its member councils. These documents included:

1. A **Project Report** containing all the relevant background information, analysis, findings, justifications and recommendations for the project;
2. A **Technology Matrix Brochure** which identified and described the specifications for each onsite organics technology in a simple brochure/pamphlet format for councils, facility/property managers and developers to use in understanding the requirements of each technology along with the pros and cons of each; and
3. A **MUD Risk Assessment Template** for organics implementation to assist member councils determine what onsite organics technology solutions are best suited to a MUD based on the range of characteristics, not just housing density.

The deliverables resulted in useful user-friendly documents for SSROC member councils, facility/property managers, developers, architects, commercial or small-medium sized businesses, strata organisations and council planners to improve their understanding of onsite organics technology for MUDs while providing tangible tools to assist in facilitating the uptake of onsite organics technology within MUDs by member councils and key stakeholders.

PROJECT: FOGO Implementation Plan (2021 – 2022)

CLIENT: Macarthur Strategic Waste Alliance (MSWA) on behalf of Campbelltown City Council, Camden Council and Wollondilly Shire Council

Talis was commissioned Macarthur Strategic Waste Alliance (MSWA) and Wingecarribee Shire Council to prepare a Draft Regional Food Organics Garden Organics (FOGO) Implementation Plan, including a post implementation phase for the 12 months following service commencement. Talis undertook the following as part of the Project:

- Desktop Review;
- Stakeholder Consultation with the following:
 - Relevant Council Departments;
 - NSW EPA;
 - Processing Contractors;
 - Collection Contractors;

- Service Infrastructure Providers;
- Community survey;
- Focus Groups;
- Gap Analysis; and
- Implementation Plan Development.

Following the completion of the Stakeholder Consultation, Talis prepared a Gap Analysis that highlighted factors which may impact on the delivery and implementation of a regional FOGO plan, such as:

- Inconsistencies between each council's approach to engagement, communication and customer service;
- Level of support and assistance provided to the Waste Team for implementation by other council departments;
- Service support needs identified by the community;
- The differing ways residents source information regarding their waste service that could impact the use of a regional education campaign; and
- Misalignment of implementation of funding opportunities.

Based on the finding from the project Talis prepared the Implementation Plan which outlined the FOGO services to be offered by each council, including bin size, collection frequency and support infrastructure. It provided a timeline and action plan, as well as key messaging and engagement opportunities.

PROJECT: Regional Disaster Waste Management Planning and MoU (2018-2019)

CLIENT: Illawarra Shoalhaven Joint Organisation

The Illawarra Shoalhaven Joint Organisation (ISJO) councils engaged Talis to prepare an Emergency Waste Management Plan (EWMP) for each Council namely, Shellharbour, Kiama and Shoalhaven. In addition, Wingecarribee Shire Council joined the project due to its proximity to the ISJO council members and the inherent risk of a disaster crossing local government boundaries.

The work involved assessment of emergency likelihood, waste composition projections, waste storage inventory including temporary storage, waste collection study, cost estimates, site selection and GIS modelling, logistics modelling, hazardous waste strategy, communication strategy and implementation procedure, all which were captured in the EWMP or the Scoping Report. The Scoping Report provided Council with all the necessary background information, justifications and assumptions for the EWMP while also providing greater detail in the legislative and policy context (including Natural Disaster Relief and Recovery Arrangements (NDRRA)) all of which was deemed unnecessary for inclusion in the EWMP due to its complexity.

Each council was provided with a tailored EWMP that outlined the process to manage large quantities of waste generated by a disaster and, when a council's own services and operations are overwhelmed.

In addition to the preparation of an EWMP, Talis prepared a Memorandum of Understanding (MoU) to allow the Councils to work collaboratively during a response to a disaster event that impacts multiple councils and hence crosses jurisdictional boundaries. The MoU contained detail on the parties involved, compliance, term of MoU, agreed actions and services, roles and responsibilities,

reporting requirements, financial considerations, ownership, decision making, dispute resolution, evaluation and termination.

Project: Develop a pricing methodology for domestic waste management charges (DWMC) (2022)

Client: Southern Sydney Regional Organisation of Councils

In 2019, the Office of Local Government informed the Independent Pricing and Regulatory Tribunal (IPART) that it had ceased conducting audits of the reasonable cost basis of DWMC in 2016–17. As a result, IPART thought it necessary to investigate the level of DWMC across NSW to help inform our future decisions on DWMC. Councils were asked to report on their DWM expenses and services for the 2017–18 and 2018–19 financial years as part of IPARTs 2019–20 Local Government Cost Index (LGCI) survey. IPART found:

- Relatively large increases in DWMC in recent years; and
- DWMC vary significantly across councils and between similar councils.

Based on those preliminary findings, IPART released a Discussion Paper in August 2020 and the *Review of Domestic Waste Management Charges – Draft Report* released in December 2021. The reports included the following pricing principles:

- DWM revenue should equal the efficient incremental cost of providing the DWM service;
- Councils should publish details of all the DWM service they provide, the size of the bin, the frequency of the collection and the individual charges for each service;
- Within a council area, customers that are:
 - Imposing similar costs for a particular service should pay the same DWM charge; and
 - Paying the same DWM charge for a particular service should get the same level of service;
- Any capital costs for providing DWM services should be recovered over the life of the asset to minimise price volatility.

Talis was engaged by SSROC, in response to IPARTs analysis of DWMCs, to seek innovative, integrated, reliable and cost-effective solutions for the development of a methodology which councils will apply to the setting of DWMC. During the process of this project, Talis considered the following:

- compliance with the IPART principles;
- fairness to rate-payers;
- the impact on council revenues of the rate-peg review, infrastructure contributions review, essential works, nexus and infrastructure contribution benchmarks;
- the requirement to implement NSW Waste and Sustainable Materials Strategy 2041;
- informing the development of a submission to IPART in response to its review of the DWMC pricing principles; and
- accommodating different operational needs of individual councils with differing existing waste and resource recovery service models.

Project: Resource Recovery Facility Project (2011-2018)

Client: Eastern Metropolitan Regional Council (EMRC) and Mindarie Regional Council (MRC)

Talis was lead consultant and technical advisor for the planning, approvals and procurement processes for the EMRC Resource Recovery Project. This project resulted in the EMRC entering into a waste supply agreement for 20 years with East Rockingham Resource Recovery Facility (RRF) Project Co Pty Ltd. A comprehensive planning study was undertaken to address siting, technology options, environmental and financial impact, contract options and procurement processes. Through the process leading up to the calling of tenders, Talis successfully assisted with obtaining the Part IV Environmental Impact Assessment Approval for a Resource Recovery Facility (RRF) to be located within the Red Hill Waste Management Facility (Red Hill WMF). An approval was obtained for two technology options, being anaerobic digestion and gasification. Initially the preferred contract model was for a Design, build, operate and maintain contract with the facility owned by the EMRC.

The procurement process was complex as it allowed bids based on either a design, build operate and maintain contract or a waste supply agreement. DBOM tenders could use either gasification, anaerobic digestion or mechanical separation technologies located at the Red Hill WMF. The location of the facility under a waste supply agreement (WSA) could be at the discretion of the tenderer. Combustion technology could also be proposed for a WSA tender.

A comprehensive tender evaluation model was developed by Talis and successfully implemented to determine the tender that provided the best value for money to the EMRC and its member councils. Development of this facility has not proceeded as the EMRC resolved to enter into a waste supply agreement with the developer of a merchant energy from waste facility in East Rockingham. This facility is set to be the second combustion energy from waste facility processing mixed waste in Australia.

Talis was involved in all aspects of the preparation of the range of agreements forming the final contract. Talis representatives were involved in all negotiations with the successful tenderer to finalise a contract, together with legal, financial and probity advisors. A comprehensive engagement process with the Member Councils was implemented throughout the project.

Project: Regional Strategic Waste Disposal Business Model (2017)

Client: Great Southern Group of Councils

Talis was commissioned to deliver a Regional Strategic Waste Disposal Business Model for the Great Southern Group of Councils (GSGC). The GSGC comprises the City of Albany and the Shires of Denmark and Plantagenet. The Local Governments recognise the importance of waste management services for its communities and the requirement to have a clear plan for the long-term future, including security on waste disposal. In devising this long-term plan, it was important that the Local Governments assessed each of the options available.

Project: Regional Strategic Waste Disposal Business Model (2017)

Client: Great Southern Group of Councils

Talis was involved in assessing the wide range of waste disposal options available to the GSGC including recycling, resource recovery opportunities, organic processing, as well as landfilling. In addition, these various options could be delivered on a regional basis catering for all Local Governments of the Greater Southern, Subregional catering for two of the Local Governments and even individual Councils.

Talis prepared cost estimates of the financial implications of each of the options to determine the points of difference between each to determine those that have greater potential to obtain return from investment. The analysis has assisted the local governments in determining the options that are more financially attractive and technically viable.

6.2 Composition Auditing

Project: CDS Sampling Audits (2020 – present)

Client: WA Return Recycle Renew Ltd (WARRRL)

WARRRL commissioned Talis as an independent sampling auditor to undertake material recovery facility (MRF) based sampling audits. The audits are undertaken quarterly to obtain data that will determine the number of Container Deposit Scheme (CDS) eligible containers per tonne of a specific material type that goes through a MRF. This data enables WARRRL to calculate the quarterly refund entitlements to MRFs under the CDS.

Project: Botanic Gardens & Park Authority (2021)

Client: Department of Biodiversity, Conservation and Attractions

Talis was engaged by the Department of Biodiversity, Conservation and Attractions to undertake waste audits on the Kings Park's and Bold Park's public place parks, depot and administration buildings general waste and recycling bins. The audits were undertaken to obtain a breakdown of the waste composition and gain an understanding of percentage of contamination in the recycling bins, proportion of potential recyclables going to landfill from the general waste bins and CDS eligible container numbers.

The outcome from the project allowed the Department to target contamination management and engagement programs for problematic wastes in the recycling stream, monitor the effectiveness of ongoing waste education within work areas and community education and develop waste initiatives to support addition resource recovery for the parks.

Project: CDS Baseline Audits (2019)

Client: Department of Water and Environmental Regulation

Talis was commissioned to conduct baseline audits of CDS eligible containers received at MRFs and council kerbside recycling collections across WA for the purpose of obtaining baseline sample data to compare before and after findings, to determine CDS effectiveness and identify the basis for establishing eligible container factors when the CDS scheme is introduced in 2020. Talis' audit team audited seven materials recovery facilities and ten local governments across the State and contacted WA's leading metal recyclers and glass crushers to obtain an extensive dataset over a seven week timeframe.

The data obtained from the audits culminated in the provision of a Baseline Recycling Audit Report for DWER providing summary of key findings, and detailed sampling results per industry, location and councils with baseline calculation of eligible container factors per material type, and summary reports for each of the participating industry and council stakeholders.

Project: Kerbside Recyclables Waste Audit (2019)

Client: City of Swan

Talis was commissioned to conduct a waste audit of the domestic kerbside recycling waste from 100 households in the City to assist in determining the composition within waste stream. Data on eligible containers for recovery under the container deposit scheme, and other potentially recyclable materials were also recorded to assist in the Shire's community education materials to improve kerbside recycling.

Project: Waste Characterisation Audit (2019)

Client: REMONDIS Australia

Talis was engaged to develop, administer and perform a comprehensive waste characterisation audit analysis for the future Swanbank Renewable Energy and Waste Management Facility (SREWMF). The Talis audit team spent two weeks at three audit locations targeting incoming commercial loads using both visual and manual sorting audit methods, as well as attaining the moisture content of some of the identified material types, to assist to determine the overall waste composition and available feedstock percentage, characteristics and pre-treatment requirements of various waste materials. Talis' recommendations from the project report assisted REMONDIS in evaluation of the suitable waste streams for the future SREWMF.

Project: Kerbside General Waste Audit (2018)

Client: Town of Port Hedland

Talis was commissioned to conduct a waste audit of the general kerbside waste from 100 households and 20 businesses in the Town of Port Hedland to assist in determining the recyclable

components of the waste stream. The audit results have been used to help design a kerbside recycling collection and processing contract. The data was used to assist the Town in developing a community engagement campaign to be used as part of implementing kerbside recycling. CDS container categories and counts were included in the audit.

7 Referees

Emma Penfold – Waste Services Team Leader

Port Stephens Council

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Works provided by Talis team members:

- Long Term Waste Strategy, including community consultation

Guy Retallick – Waste & Recycling Coordinator

Leeton Shire Council

Ph: (02) 6953 0924

Mob: 0417 041 336

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Works provided by Talis team members:

- Waste Management Strategy
- Leeton Waste Depot Landfill Closure Plan
- Leeton Waste Depot Landfill Cell Design
- Yanco Landfill Rehabilitation and Closure Plan

Caroline Locke – Regional Waste Coordinator

Macarthur Strategic Waste Alliance

Ph:

Mob: 0417 274 408

Email:

Caroline.Locke@campbelltown.nsw.gov.au

Works provided by Talis team members:

- Regional FOGO Feasibility Study
- Draft Regional FOGO Implementation Plan (current)

John Craig – Regional Coordinator

Riverina & Murray Joint Organisation

Ph: (02) 6931 9975

Mob: 0431 519 502

Email: johnc@cdiaust.com.au

Works provided by Talis team members:

- Regional Waste Strategy 2017 - 2021

8 Consultancy Fees

8.1 Lump Sum Fee

Talis' lump sum consultancy fee (ex GST) to complete the works are provided in Table 8-1.

Table 8-1: Lump Sum Fees

Description	Cost (excl GST)
Project Management and Inception Meeting	\$3,390
Completion of Audit	\$26,297
Illegal Dumping Materials Study	\$15,435
Illegal Dumping Strategy	\$12,350
Total (ex GST)	\$57,472

8.1.1 Lump Sum Assumptions

The lump sum fees are based on the following:

- Talis will complete the works outlined within Section 3 except for the Optional Tasks outlined in Section 3.4.1.5 and 3.4.2);
- Talis has budgeted for the following meetings/workshops/presentations:
 - 1 x Project Inception Meeting with Council (face-to-face) (2 hours);
 - 1 x half day Draft Illegal Dumping Material Study and Summary Report Workshop (face-to-face);
 - 1 x half day Strategic Direction Workshop (face-to-face);
 - 1 x half day Draft Illegal Strategy Workshop (face-to-face);
- Council will provide all relevant information for the completion of the Project in a suitable format;
- Professional printing of the Strategy is not included within the fee, however, can be arranged by Talis at an additional agreed cost;
- Council will provide one formal consolidated response on the draft Illegal Dumping Material Study, draft Material Study Summary Report and draft Illegal Dumping Strategy and/or any other document released for review; and
- Talis reserves the right to review and amend if required this Response if Council requests an amendment.

8.2 Optional Tasks

Talis' fees (ex GST) to undertake the proposed optional tasks as outlined in our Proposal are detailed in Table 8-2.

Table 8-2: Optional Task Fee

Task	Cost (ex GST)
Community Facing Strategy (Section 3.4.1.5)	\$3,720
Community Research (Section 3.4.2):	
Community Research (Quantitative survey + Focus groups)	\$20,950
Quantitative survey (only)	\$12,350
Focus groups (only)	\$12,500

8.2.1 Optional Task Assumptions

The optional task fee is based on the following:

- Community Facing Strategy:
 - Council will provide photos, logos and style guide for use by the graphic designer in developing the community facing Strategy;
 - Talis proposes a maximum document length of 12 pages for the community facing Strategy (this provides the scale of resources required for the graphic design component); and
 - Professional printing of the community facing Strategy is not included within the fee however, can be arranged by Talis at an additional agreed cost.
- Community Research
 - Community research will be undertaken as detailed in Section 3.4.2;
 - No allowance has been made for:
 - Facility hire and provision of refreshments;
 - Incentives and incentives management;
 - Coding of additional open-ended questions, \$1 per item, minimum charge \$350 ex GST; and
 - Online Survey foreign language translation - \$1,500 per language.

8.3 Hourly Rates

Any additional works beyond the scope of this proposal or the Optional Tasks will be undertaken following approval from Council, in accordance with the following schedule of rates:

Table 8-3: Hourly Rates

Role	Name	Hourly Rate (ex GST)
Project Director	Mark Gifford	\$200
Project Manager	Courtney Williams	\$165
Technical Advisor	Jonathan Beckett	\$180
Senior Waste Management Consultant	Alex Upitis	\$180
Waste Management Consultant	Kathy Maguire	\$120
Graduate Waste Consultant	Tayla Hunter	\$105
Graduate Waste Consultant	Travis Anderson	\$100
GIS Analyst	Tahlia Daymond	\$105
Graphic Designer	Jacqueline Lyonette	\$110

9 Additional Information

9.1 Insurances

The Australian Business Number (ABN) for Talis Consultants Pty Ltd is 85 967 691 321 and Talis is registered for GST purposes. Talis insurance details are shown below in Table 9-1. RRA's insurance details are shown below in Table 9-2.

Table 9-1: Talis Insurance Details

Policy Type	Insurance Company	Policy Number	Extent of Cover	Expiry Date
Public Liability Insurance	Sterling Insurance	14060193	\$20,000,000	31/08/2022
Professional Indemnity Insurance	Liberty Specialty Markets	PLPE21598361	\$10,000,000 (any one claim) \$20,000,000 (in aggregate)	31/10/2022
Workers Compensation (NSW)	iCare Workers insurance	117624601	Amount as required under legislation	31/10/2022

Table 9-2: RRA Insurance Details

Policy Type	Insurance Company	Policy Number	Extent of Cover	Expiry Date
Public Liability Insurance	Marsh	AU00012246LI20A	\$100,000,000	30/06/2022
Professional Indemnity Insurance	Marsh	02PI02151	\$20,000,000 (any one claim) \$20,000,000 (in aggregate)	30/06/2022
Workers Compensation (NSW)	iCare Workers insurance	107629801	Amount as required under legislation	30/06/2022

Please find attached in **Appendix D** copies of certificates of currency for Talis' and RRA's insurances. If Council elects to undertake the optional Community Research (Section 3.4.2), copies of EMRS' certificates of currency will be provided.

9.2 Quality Management System

Talis will utilise our in-house quality management system to govern the delivery of this project. This system has been developed by the four key leaders of Talis, based on our cumulative experience of approximately 100 years of consulting, and has been officially certified against the ISO 9001 Quality Management standard. The system has been established to govern all types of projects, from our smallest right up to our largest. Our Quality Assurance Certification is attached as **Appendix E** and the Quality Assurance Manual can be provided upon request.

9.3 Work Health and Safety (WHS)

Talis' Safety Management System is based upon the principles of AS/NZS 4801 and ISO 45001 and is compliant with both frameworks. Talis is on a pathway to 3rd party accreditation and is currently working with external WHS Consultants to obtain certification.

Talis can provide copies of each of the following documents upon request:

- Written WHS Policy;
- WHS Plan;
- Safe Working Procedure.;
- WHS Risk Management Form (related to auditing);
- Daily Safety Meeting Form; and
- Safety Induction Checklist (which is completed by audit personnel)

APPENDIX A

RRA Social Impact Statement

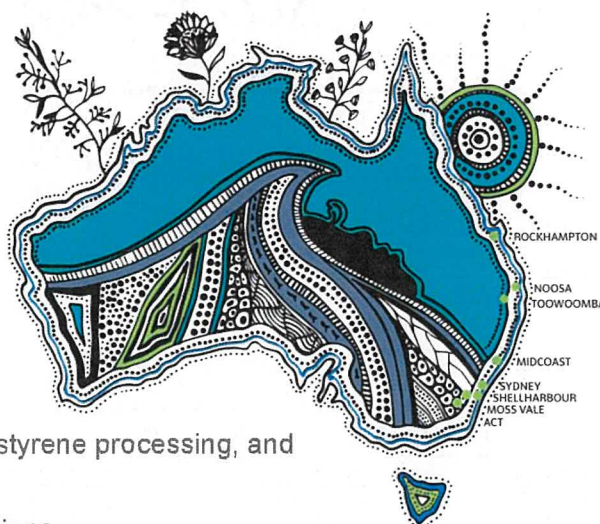
Resource Recovery Australia Social Impact Statement

Resource Recovery Australia is a not-for-profit social enterprise that works in waste management to keep waste out of landfill, create jobs for people experiencing barriers to work, and to engage and connect people in our communities.

RRA's innovative #Waste2Wages business models uses waste diversion activities to create employment opportunities for people experiencing barriers to work.

RRA operate reuse shops, transfer stations, weighbridges, community recycling centres, a container deposit refund facility, a problem waste mobile community recycling service, mattress deconstruction, expanded polystyrene processing, and community spaces and workshops.

RRA operates in NSW, QLD and the ACT across eight regions.



Resource Recovery Australia's FY 2020/21 impact



7,653
tonnes of waste diverted
from landfill for reuse
and recycling



143
employment
opportunities



226
training
opportunities



108
community
engagement
events

Resource Recovery Australia is a trading name and business unit of Community Resources Limited (Community Resources), a charity registered with the Australian Charities and Not-for-profit Commission.

RRA is a social enterprise certified by Social Traders, the national peak body for social enterprises. Through certification, RRA provides assurance that its performance is assessed and validated to meet accepted social enterprise standards and measures.



Reviva reuse shops play a crucial role in RRA's waste diversion impact



Our Mobile Community Recycling Service collections creates employment opportunities



Forklift licences are one of many training opportunities offered at RRA



The Tinkering upcycle, repair and reuse space is part of our community engagement

#Waste2Wages

APPENDIX B

EMRS Capability Statement

Statement of Capabilities

First established in 1987, Enterprise Marketing and Research Services (EMRS) is an independent Tasmanian market research firm delivering community-based quantitative and qualitative research projects to its Tasmanian and mainland clients.

EMRS facilitates community-based quantitative and qualitative research projects allowing awareness levels, opinions and attitudes to be measured and explored. These include monitoring community satisfaction among council residents, conducting pre- and post-campaign research, and gathering feedback from businesses, stakeholder groups and the general public about perceptions, preferences and behaviours.

All EMRS research services are designed and administered in-house. Its offerings include Computer Assisted Telephone Interviewing (CATI) conducted from its own 70-seat call centre, online surveying hosted in-house, focus group sessions, in-depth one-on-one interviews and face-to-face surveying. EMRS has access to a large range of the target populations for research projects, including databases of landline and mobile telephone numbers, and online community panels.

Computer Assisted Telephone Interviewing (CATI) – Quantitative Research

EMRS is experienced in providing rigorous CATI data collection, both in-house and remotely across a range of government, industry, business and community sectors nationwide. Its large-scale surveys of the community yield highly accurate quantitative data representative of the population.

EMRS' CATI capabilities include:

- 75+ seat in-house and remote call centre;
- Auto dialler calling landline and mobile phones;
- 100+ fully trained interviewers;
- Senior supervisors of fieldwork performance;
- 100% control to ensure consistently high-quality data collection;
- The design, drafting, electronic scripting and testing of structured questionnaires as the survey instrument;
- In-house Data Team for the cleaning, coding and tabulation of the data gathered; and
- In-house Research Team for the analysis of the data gathered; and the delivery of topline and full written reporting on the results, including strategic insights.

Focus Group – Qualitative Research

EMRS collects much of its qualitative data through focus groups: namely, small group discussions of around 8-10 people and led by an experienced EMRS moderator. Over the course of 1.5 to 2.0 hours, the moderator takes participants through a series of questions, drawing out comprehensive, in-depth insights to fulfil the informational requirements of the research brief.

EMRS recruits participants through rigorous recruitment practices, using its CATI and online capabilities, and ensuring that participants meet the specified criteria for the research.

EMRS' focus group capabilities include:

- 75+ seat in-house and remote call centre for recruitment and confirmation calls;
- 100+ fully trained interviewers and recruiters;
- Senior supervisors of the recruitment process;
- The conduct of the focus group sessions, including face-to-face or via Zoom;
- Senior EMRS researchers with extensive experience and skills in moderating focus groups;
- Audio recording of the sessions to ensure accurate reporting;
- The arrangement/ hire of the focus group venues and any catering required;
- The distribution of participant incentives;
- The drafting and electronic scripting of recruitment screeners;
- The design and drafting of focus group discussion guides and supplementary materials; and
- In-house Research Team for the cleaning, coding and analysis of the data gathered; and the delivery of topline and full written reporting on the results, including illustrative verbatim comments.

Research Instrument Design

EMRS has extensive knowledge and expertise in the area of CATI and focus group questionnaire design and scripting, and all our research instruments are drafted in close collaboration with the client. EMRS questionnaires succeed in obtaining a high response rate and generating data that is valid, reliable and, most importantly, fully meets the objectives of the research project.

EMRS is skilled in developing qualitative questions to generate rich insights through open-ended and conversational communication; and expert at devising quantitative questions that produce reliable and valid numerical data.

Reporting and Analysis

EMRS research reports are presented in an easy-to-digest format. All our outputs contain actionable insights and recommendations based on rigorous analysis of the data. Our reports will generally include the following sections:

- An executive summary that contains a snapshot of the data gathered, and key strategic insights and recommendations;
- An introduction on the background to the research, the details of the survey design, the research instrument used and the research methodology;
- Detailed commentary, analysis, interpretation of the full set of data, as well as findings for specific segments of the target population for the research; and
- Benchmarking and tracking of the results to identify any changes over time (if applicable).

The EMRS Team

All EMRS personnel work to the highest standards of professionalism and ethics, and have extensive experience and skills in the field of market and social research. The EMRS team comprises of our:

- Managing Director;
- Data & IT Manager, and two Data & IT Officers;
- Senior Research Analyst, and two Research Analysts;
- Fieldwork Manager, and three Fieldwork Supervisors;
- 100+ interviewers and recruiters; and
- Office Administrator.

APPENDIX C

CVs

Mark Gifford

Senior Consultant



Mark is recognised as a regulatory practice expert with executive experience in environment protection delivering regulatory services and developing and implementing policy, systems, legislative reforms and organisational change. Mark's expertise includes a high level management of complex, difficult and challenging issues in law enforcement, corruption prevention and investigation and environment protection and conservation. He has determined strategic direction for the NSW EPA to meet government objectives and commitments, developed and led significant public policy and business practice reforms and change management initiatives. Mark has extensive media experience as a spokesperson, stakeholder communications and engagement experience.



Mark.gifford@talisconsultants.com.au



+61 (0) 412 251 181

QUALIFICATIONS AND AFFILIATIONS

Bachelor of Business (Public Admin)

Chair Australasian Environmental Law
Enforcement and Regulators Network

NSW Interim Dam Safety Committee

Heads of Environment Protection Agencies
(HEPA)

PROFESSIONAL EXPERTISE

- Regulatory Practice
- Policy Development
- Executive Management & Leadership

KEY PROJECT EXPERIENCE

- NSW Environment Protection Authority – Chief Environmental Regulator. Leading the NSW EPA in delivering a number of key waste related policies and initiatives.
- NSW Environment Protection Authority – Leading the Regulatory Services Division including operational delivery across NSW, specialist operational groups, regulatory policy, reform and advice and specialist investigations.
- NSW Environment Protection Authority – Re-establishment of the NSW EPA following a critical juncture in its performance, the successful development and implementation of Risk Based Licensing in NSW, policy development, legislative change and reforms to native forestry, coal seam gas, Aboriginal cultural heritage protection and cost recovery.
- Advising Ministers and their offices on public policy development, implementation and review and issues management. Leading the NSW Government's response to significant, complex and controversial issues including major pollution and environmental impacts and new policy initiatives.

WORK EXPERIENCE

Apr 2020 - Present

Company: Talis Consultants
Position: Senior Consultant

2004 - 2020

Company: NSW Environment Protection Authority
Position: Various

Courtney Williams

Senior Waste Management Consultant



Courtney has 12+ years waste management experience in approvals, strategy development, waste contracts, compliance and infrastructure implementation. She has been responsible for developing and implementing strategic waste management plans, community consultation and educational strategies, preparing business cases for and delivering capital works projects including the redevelopment of a waste facility, the provision of waste processing facilities and implementation of active landfill gas extraction infrastructure. She has also been responsible for the preparation and management of waste collection and processing contract documents, financial management of overall waste services, the preparation and management of financial models, managing and reporting on landfill operations in accordance with relevant legislation and licences.



Courtney.williams@talisconsultants.com.au



+61 (0) 404 156 411 / 1300 251 070

QUALIFICATIONS AND AFFILIATIONS

Bachelor of Applied Science (Parks, Recreation and Heritage)

Certificate IV Carbon Management

Waste Management & Resource Recovery Association

PROFESSIONAL EXPERTISE

- Waste Strategy
- Feasibility and Business Cases
- Procurement and Contracts
- Technology Assessment
- Strategic Planning
- Financial Modelling
- Performance and Peer Reviews
- Community Consultation
- FOGO Implementation
- Waste Education

KEY PROJECT EXPERIENCE

- Senior Consultant for Waste Management Strategy – Leeton Shire Council
- Senior Consultant for Landfill Closure Plan & Filling Plan – Leeton Shire Council
- Senior Consultant for Kerbside Collection & Processing Contracts – Murray River Council
- Senior Consultant for ACT NoWaste Performance Audit – ACT Audit Office
- Project Manager for Organics Recycling Facility Peer Review – Tamworth City Council
- Dunmore Resource Recovery Redevelopment which included the construction of an all-weather Transfer Station, Community Recycling Centre, and the construction of a Food Organics Garden Organics processing facility
- Landfill Gas Services – Regional Contract – Dunmore Recycling & Waste Disposal Depot Shellharbour City Council

WORK EXPERIENCE

Sep 2019 - Present

Company: Talis Consultants
Position: Senior Waste Management Consultant

Aug 2012 – Mar 2019

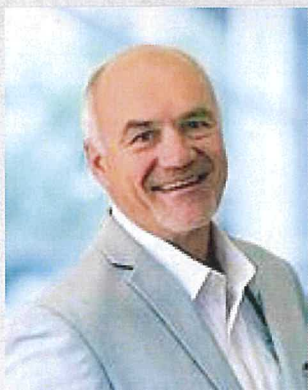
Company: Shellharbour City Council
Position: Team Leader Waste Management

May 2007 – Aug 2012

Company: Shellharbour City Council
Position: Waste Management Officer

Jonathan Beckett

Principal Waste Consultant



Jonathan has Bachelor of Rural Science Honours Degree and post-graduate Diploma in Business Studies qualifications from the University of New England. After commencing work as the Manager of Sydney Water's Biosolids Agricultural Land Application Program, Jonathan now has almost 30 years of operational, managerial, business development, and consulting experience within the waste industry. Jonathan has a solid understanding of waste management strategy, legislation, policies, principles, and practices across Australia. Key experience to date includes development of Waste Strategy for Local Government; Waste Asset Planning and Environmental Approvals; Long-Term Financial Plans, Operational Reviews and Assessments, Waste Sorting/Resource Recovery, Remaining Landfill Useful Asset Life Studies and Regulatory Compliance; Contracting and Tendering.



Jonathan.beckett@talisconsultants.com.au



+61 (0)417 498 287

QUALIFICATIONS AND AFFILIATIONS

B Rural Science (Hons)

Post Grad Dip Business Studies

Waste Management and Resource Recovery
Association of Australia (WMRR)

Australian Industrial Ecology Network (AIEN)

PROFESSIONAL EXPERTISE

- Sustainable Waste Strategy
- WoL Landfilling Cost Assessment
- Technology Assessments
- Waste Services and Operational Reviews
- Reasonable Charge Assessments
- Community Recycling Hubs
- Waste Flow Modelling
- Feasibility and Business Cases
- Procurement and Contracts
- Risk Assessments
- Funding Applications
- Landfill Environmental Management Plans
- Management of Organic Wastes

KEY PROJECT EXPERIENCE

- NetWaste (26 Councils) – Regional Waste Aggregation Profile, Strategic Recycling Plan, Identifying and Strengthening Regional Processing Hubs, CDS Refund Sharing Agreement
- NSW EPA – Development of LG Waste Education Workshops
- Cootamundra-Gundagai – Development of Council's new Waste Management and Resource Recovery Strategy for a recently amalgamated Council
- Bega Valley Shire Council – Development of a new Waste Strategy, Business Plan
- Armidale Regional Council - Development of a new Waste Strategy with supporting Situational Analysis, Business Plan and Tendering for Contract Services
- CRJO (10 Councils) – Development of a new Regional Waste Strategy
- RAMROC Riverina and Murray (11 Councils) – Full Cost of Landfilling Assessment across all sites
- NIRW (12 Councils) - Business and Environmental Case for combined food and garden waste collection and processing
- Tamworth Regional Council – Waste Management and Resource Recovery Strategy
- RMROC Riverina - Strategic Feasibility Study: Implementation of a kerbside organics service for Griffith City and Leeton Shire Councils

WORK EXPERIENCE

May 2021 - Present

Company: Talis Consultants
Position: Principal Waste Consultant

Jul 2015 – May 2021

Company: Waste and Environment Strategy
Position: Director

Apr 2012 – May 2015

Company: Tamworth Regional Council
Position: Manager, Waste Services

Alex Uptis

Senior Waste Management Consultant | Waste Lead NSW & Vic



Alex's primary role is to provide expert advice to those in the waste industry while guiding the growth of our East Coast Office. Alex specialises in sustainable waste management services to local government and commercial waste companies. He provides strategic direction related to waste and facilitates the implementation of waste infrastructure projects. Alex is involved in the environmental approval of waste infrastructure, landfill design and closure, emerging waste treatment technologies, waste transfer station design and waste facility compliance. Alex develops technical and feasibility reports, provides drafting assistance, prepares environmental approval documents, undertakes due diligence assessments for waste management infrastructure and represents clients regarding environmental matters.



Alex.uptis@talisconsultants.com.au



+61 (0) 413 478 232 / 1300 251 070

QUALIFICATIONS AND AFFILIATIONS

Bachelor of Engineering (Environmental) Hons
Waste Management Association of Australia

PROFESSIONAL EXPERTISE

- Waste Strategy
- Feasibility and Business Cases
- Procurement and Contracts
- Infrastructure Design
- Disaster Waste Management
- Landfill Closure Plans
- Energy from Waste
- Technology Assessment
- Strategic Planning
- Performance and Peer Reviews
- Funding Applications

KEY PROJECT EXPERIENCE

- Project Manager for two of the largest Resource Recovery procurement projects in Australia seeking large scale Energy from Waste Technology for the Eastern Metropolitan Regional Council and Rivers Regional Council.
- Project Lead for Illawarra Shoalhaven Joint Organisation's (ISJO) Regional Disaster Waste Management Planning Project.
- Project Lead for the development of the Riverina and Murray Joint Organisation (RAMJO): Regional Waste Strategy (2017-2021 update).
- Project Lead for the development of a Material Recovery Facility (MRF) Business Case on behalf of the Shoalhaven city Council.
- Project Lead for the Federation Council Waste Management Strategy and Options Report.
- Project Manager for the Tharbogang Landfill Closure and Rehabilitation Plan on behalf of Griffith City Council.
- Project Manager for Bega Valley Shire Councils MRF concept design and funding application, Merimbula leachate pond design and Construction Quality Assurance documentation, and inert landfill cell concept design (for disaster waste).
- Project Lead for the Resource Recovery Facility (RRC) Optimisation Project for Goulburn Valley Waste and Resource Recovery Group on behalf of Moira Shire Council.

WORK EXPERIENCE

Sep 2012 - Present

Company: Talis Consultants
Position: Senior Waste Management Consultant

Mar 2009 – Apr 2011

Company: Bowman and Associates
Position: Environmental Engineer | Consultant

Nov 2008 – Feb 2009

Company: University of Wollongong
Position: Laboratory Assistant



Kathy specialises in waste and environmental report writing, research and information delivery. Her role as Waste Management Consultant is underpinned by over 15 years' experience as an environmental and legal researcher and report writer.

Her key strengths include business analysis and auditing to ISO Quality Management standards, project management, data analysis and waste strategy. She has a solid understanding of the various issues for stakeholders and service provision across multiple business sectors and with a broad range of clients.



Kathy.maguire@talisconsultants.com.au



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QUALIFICATIONS AND AFFILIATIONS

Diploma Integrated Business Management Systems – Lead Auditor (ACI Global)

Masters Environmental Management

ArcGIS 3

Graduate Diploma Library Science

Waste Management Association of Australia

PROFESSIONAL EXPERTISE

- Report writer – Waste and environmental
- Research
- Data analysis
- Disaster waste management
- Commonwealth / state environmental approvals
- Project management and client support
- Auditor - Environmental and quality auditing to relevant ISO standards
- Information management

KEY PROJECT EXPERIENCE

- Illawarra Shoalhaven Joint Organisation Emergency Waste Management Plan
- Joint Emergency Waste Management Plan (EWMP) development for Kiama, Shellharbour, Shoalhaven and Wingecarribee Councils to address waste-related environmental, public health, social and economic consequences of disasters across multiple jurisdictions.
- Develop Memorandum of Understanding between Councils which underpins the EWMP.
- Bin Trim Program
- Deliver the NSW Environmental Protection Agency's Bin Trim Program to selected businesses on the NSW south coast. Key activities include identifying businesses which will benefit from improved waste management, community consultation, project management, waste auditing and the development, implementation and evaluation of individualised Action Plans and waste improvement outcomes for each site.
- Shoalhaven Holiday Haven Strategic Waste Management Plan
- Collaborate on the development of the Strategic Waste Management Plan. Principal activities include site waste auditing, waste options assessment, data analysis and report writing.

WORK EXPERIENCE

Jun 2018 - Present

Company: Talis Consultants
Position: Waste Management Consultant

Jan 2017 – Jun 2018)

Company: ISO Certification Experts
Position: Internal Auditor

Dec 2016 – Dec 2017

Company: Fire & Rescue NSW
Position: Researcher

Travis Anderson

Graduate Waste Consultant



Travis is a graduate Waste Management Consultant with Talis having recently completed his Bachelor of Physical Geography and Environmental Geosciences along with a Bachelor of Science (Honours) in 2020.

Travis has an interest in environmental management, science, human geography and geosciences. His position with Talis provides a solid foundation to apply these interests to the waste management and resource recovery industry.



Travis.anderson@talisconsultants.com.au



+61 (0) 402 066 604 / 1300 251 070

QUALIFICATIONS AND AFFILIATIONS

- 2017-2019: Bachelor of Physical Geography and Environmental Geosciences
- 2020- Bachelor of Science (Honours)

PROFESSIONAL EXPERTISE

- Adept at Microsoft Office suite
- Time Management
- Problem Solving
- Detail Orientated

EXPERIENCE

- New Columbo Plan - During 2019 Travis Travelled to the Western Ghats (India) with the University of Wollongong to experience local environmental management practices. During this period, Travis witnessed unique practices such as the utilisation of removed lantana as carpentry material and the subsequent selling of this product to fund more removal. During this period, Travis witnessed the effects of trading local food security for short term economic gain in the form of a cash crop.
- During 2020, Travis completed his thesis titled 'Examining storms, sediment supply, and coastal change within the historical record'. The results of the thesis were predominantly from the analysis of the significant wave height, wave period and wave direction data that have been recorded hourly at Port Kembla and Batemans Bay since 1974 and 1986 respectively.

WORK EXPERIENCE

April 2022 Present	Company: Talis Consultants Position: Graduate Waste Consultant
Dec 2020 – Mar 2022	Company: Honours Supervisor – Amy Dougherty Position: Internship

Tayla Hunter

Graduate Waste Management Consultant



Tayla graduated in 2019 with a Bachelor of Science, majoring in Environmental Biology and had a focus on conservation before discovering waste management.

Prior to joining Talis, Tayla had been involved in conservation work and data analysis as a volunteer for several environmental organisations. Since joining Talis, she has gained additional experience in waste auditing, technical report writing, data studies, and feasibility studies.



tayla.hunter@talisconsultants.com.au



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QUALIFICATIONS AND AFFILIATIONS

Bachelor of Science – Environmental Biology

PROFESSIONAL EXPERTISE

- Waste auditing
- Data analysis and presentation
- Technical report writing
- Understanding and implementing project management principles and working within budget
- Excellent numerical, organisational, and verbal communication skills

KEY PROJECT EXPERIENCE

- DWER Container Deposit Scheme Audits – Waste Audit Team Leader for audits conducted in Western Australia. Study to establish CDS eligible containers received at the 7 Material Recovery Facilities (MRF) throughout WA
- DWER Infrastructure Needs Analysis – Data management and analysis
- FOGO Feasibility Study for Perth and Peel – Data analysis and technical report write-up
- WasteSorted Grant Application – Preparation of grant application

WORK EXPERIENCE *(For graduates replace with Vacation Work Experience if no Work Experience)*

(Jun 2021 – Present)	Company: Talis Consultants Position: Graduate Waste Management Consultant
(Jul 2020 – Jun 2021)	Company: Department of Primary Industries and Regional Development Position: Casual Survey Officer

Tahlia Daymond

Graduate GIS Analyst



Tahlia is a recent graduate from Murdoch University with first-class honours in Environmental Management & Sustainability. Tahlia enjoys statistics and GIS, so much so that she pursued an honours project that would require substantial statistical and spatial analyses. She works well in a team, as well as independently and gets along easily with others. Tahlia is motivated by conserving terrestrial and marine environments.



Tahlia.daymond@talisconsultants.com.au



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QUALIFICATIONS AND AFFILIATIONS

Bachelor of Science (Hons) in Environmental Management & Sustainability

Bachelor of Science in Marine Science

Certificate II in Animal Studies

Certificate II in Business

Certificate II in Transport & Distribution

PROFESSIONAL EXPERTISE

- Experience with ESRI Mapping Products, including ArcMap, ArcGIS Pro, ArcGIS Online, ArcGIS Field Maps, ArcGIS QuickCapture and ArcGIS Survey123.
- Experience with QGIS, Surfer, FME Desktop, Maptitude and IntraMaps Roam.
- Providing GIS support for various projects.
- Map production.
- Sourcing of spatial data.
- Management of spatial data.

KEY PROJECT EXPERIENCE

- Rio Tinto Heritage GIS, Spatial Analyst. Review of heritage reports to compare, analyse and process heritage GIS data.
- Mining Rehabilitation Funds (MRF). Spatial assessment and reporting on disturbance data.
- Landfill Site Selection. Multi Criteria Analysis (MCA) to compare selected sites, identifying the strengths and weaknesses of the sites, and rank the sites from most to least preferred.
- Preparation of maps for a variety of projects, including mine closure plans, ACM assessments, contaminated site investigations, and exploration clearing permits.
- Preparation of applications for field data collections, such as asset surveys, ACM walkovers, and soil, groundwater and surface water sampling.

WORK EXPERIENCE

Dec 2020 - Present	Company: Talis Consultants Position: Graduate GIS Analyst
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curriculum vitae

Jacqueline Lyonette

Marketing Specialist



Key Details

Years' Experience:
9 years

Profession:
Marketing Specialist

Qualifications:
Master of Business
Administration;
Bachelor of Commerce
(specialising in marketing)

Affiliations
[Enter Affiliations](#)

Summary

Having worked in a professional environment for almost 10 years, Jacquie has accumulated a wealth of skills and practical experience which expands across various commercial and business management, including project management, people management, sales & marketing and finance. This has helped in the further development of Jacquie's analytical thinking, problem solving, communication, presentation and management skills.

Microsoft Office | Adobe Suite

- Excellent written and verbal communication skills.
- Good knowledge of Microsoft suite of products including, Word, Excel, Project, PowerPoint and ability to quickly adapt to in-house software packages.
- Advanced knowledge of Visio, PhotoShop, InDesign
- Ability to work independently.
- Self-motivated with the initiative in terms of scheduling workload and quality of deliverables.
- Ability to work in a team and present a polite and businesslike manner.

OTHER SKILLS

- Use of Oracle
- Certified Internal Quality Auditor – ISO 9001 Quality Certification.
- Event management

Experience

Jan 2019 – Jun 2019

Marketing Officer (part-time) – Lycopodium Minerals Pty Ltd

- Working with the Group-Manager to develop and implement marketing strategies.
- Developing and contributing to a strategic marketing plan that is consistent and congruent with the Lycopodium Minerals BD Plan, including identifying key activities and new opportunities to effectively market and promote the business.
- Developing and managing the marketing budget and analysis of marketing activity results to ensure maximum return on investment and making adjustments where required.
- Organising the production of a range of communication initiatives to ensure information delivered is up to date, relevant and proactive.
- Maintaining content of the group website and liaise with management/relevant stakeholders to ensure information is appropriate.
- Acting as the key stakeholder to ensure the Lycopodium visual branding is used in an appropriate manner in all marketing documents and deliverables.
- Ensuring the Bid Library (including project summaries, capability statements etc.) is kept up to date.
- Producing a range of business development and marketing documentation, presentations, advertising and other media that is high quality, up to date and relevant.
- Working together and collaborating with contributors / content providers, maintain and upkeep company credentials and capability statements.
- Developing and contributing to a strategic marketing plan that is consistent and congruent with the Lycopodium Minerals BD Plan, including identifying key activities and new opportunities to effectively market and promote the business.
- Managing the production of internal and external marketing documents and merchandise.
- Organising advertisement bookings and coordinate artwork production.
- Maintaining and managing relationships between Lycopodium and external marketing / communication consultants for production of marketing copy.
- Providing guidelines for corporate visual branding.
- Monitoring reports, proposals and other publications to ensure visual branding is maintained.
- Coordinating and running conferences and trade shows.
- Organising Lycopodium displays, advertising material and registrations.
- Provide support to the Business Development team.

Jun 2015 – Dec 2017

Business Development Assistant/Proposal Coordinator – Lycopodium Minerals Pty Ltd

Proposal Coordination

- Coordinating the submission of expressions of interest, RFQs and RFPs to junior, mid-tier and top tier companies like RTIO and BHP, working in a fast paced environment with tight deadlines.
- Contributing to the preparation of tender documents, including but not limited to development of the bid structure, writing, editing sections of the proposal, Interfacing with a ranger of internal as well as external

Resource Recovery Australia Leader Biographies



Name Matthew Curtis

Role General Manager

Qualifications/Licences

- > Certificate IV: Leadership and Management
- > Certificate III: Asset Maintenance (Waste Management)
- > Landfill Operators Training
- > Forklift Licence
- > Front End Loader Ticket
- > Excavator Ticket
- > Skid steer Loader Ticket
- > Restricted Refrigerant Recovery Licence
- > Qualified Weighbridge Operator (NMI certified)
- > MR Licence
- > Bonded Asbestos Removal
- > Chem Safe Certified
- > Test and Tag Qualified
- > Dangerous Goods Awareness
- > Fire Warden Training
- > Senior First Aid
- > Mental Health First Aid
- > Cultural Awareness Training

Experience

- > 16 years' experience in the resource recovery industry, management and operations
- > Strategic and financial leadership
- > Business management
- > Liaison with councils and contract management
- > Key operations planning and management

•



Name Ally Glendenning

Role Deputy General Manager

Qualifications/Licences

- > Certificate IV: Leadership and Management
- > Senior First Aid
- > Fire Warden Training
- > Mental Health First Aid
- > Forklift Licence
- > Test and Tag Qualified
- > Cultural Awareness Training

Experience

- > 20 years' experience in retail management and customer service
- > Strategic and financial leadership
- > Liaison with Council and contract management
- > Retail and resource recovery operations
- > Service innovation and business development
- > 20 years' experience in interior design and visual merchandising

•



Name Amanda Chapman

Role Compliance and Safety Manager

Qualifications/Licences

- > Certificate IV: Work Health and Safety
- > Certificate III: Business Administration
- > BSBWHS505A – Investigate WHS Incidents
- > ICAM Lead investigator Training
- > HLTPAT005 – Collect Specimens for Drugs of Abuse
- > Return to Work Coordinator Training
- > Fire Warden Training
- > Sharps Handling and Disposal
- > Manual Handling
- > Landfill and Transfer Station Operator Training
- > Compost and Organics Management Training – Mobile Aerated Floor System
- > Cultural Awareness Training

Experience

- > 16 years' experience in the resource recovery industry, compliance and operations
- > Workplace health and safety management
- > Compliance assessment and management
- > Planning and operations



Name Amanda Curtis

Role Administration Manager

Qualifications/Licences

- > Certificate III: Asset Maintenance (Waste Management)
- > Certificate III: Business Administration
- > Qualified Weighbridge Operator (NMI certified)
- > Senior First Aid
- > Fire Warden Training
- > Test and Tag Qualified
- > Cultural Awareness Training

Experience

- > 10 years' experience in the resource recovery industry, management and operations
- > Business and logistics administration
- > Liaison with councils and contractors
- > Operations planning, management and delivery



Name Amanda Henderson

Role Customer Engagement Coordinator

Qualifications/Licences

- > Bachelor of Business Administration – University of Wollongong
- > Facebook Organic Marketing Training
- > Search Engine Optimisation Training
- > Member Social Method Society (Instagram)
- > Member Clever Copywriting Community
- > Mental Health First Aid

Experience

- > 8 years' experience in social media management and online community Building
- > Product Marketing Specialist
- > Product Stewardship marketing specialist
- > Customer engagement specialist across Council, commercial and charitable partners, community members and consumers
- > Brand and Marketing strategy development and implementation

APPENDIX D


Insurances

Certificate of Currency



Liberty
Specialty Markets

This certificate confirms that the undermentioned policy is current as at the date shown below.

POLICY NUMBER	PLPE21598361
CLASS	Professional Indemnity Insurance
NAMED INSURED	Talis Consultants Pty Ltd ATF Talis Unit Trust
PROFESSIONAL SERVICES	Consulting engineering and environmental services for the following Insured's divisions Civil Engineering, Asset Management, Waste Management, Spatial Services, Environmental Consultancy, Noise Management Consultancy and Structural Engineering
POLICY PERIOD	From: 4.00pm on 30/09/2021 local standard time To: 4.00pm on 30/09/2022 local standard time
LIMIT OF LIABILITY	\$10,000,000 in any one claim and \$20,000,000 in the aggregate during the period of insurance.
REINSTATEMENTS	One
EXCESS	\$100,000
INSURER	100% Liberty Specialty Markets
	Issued 29/09/2021 in Perth
AUTHORISED BY LIBERTY	 A.B.N. 61 086 083 605

This Certificate:

- Is issued as a matter of information only and confers no rights upon the holder
- Does not amend, extend or alter the coverage afforded by the policy listed
- Is only a summary of the cover provided
- Reference must be made to the current policy wording for full details
- Is current at the date of issue only



CERTIFICATE OF CURRENCY

This is to confirm that this Insurance Contract is current unless subsequently cancelled and subject at all times to the terms, conditions and exclusions of this Policy.

NAME OF INSURED: Talis Consultants Pty Ltd ATF Talis Unit Trust

INSURER: 100% underwritten by Zurich Australian Insurance Limited
(ABN 13 000 296 640, AFSL 232507)

POLICY TYPE: Public and Products Liability

POLICY NUMBER: 14060193

PERIOD OF INSURANCE: 31/08/21 to 31/08/22 At 4pm Local Time

BUSINESS DESCRIPTION: Professional consultancy services in the areas of waste management, asset management, environmental & spatial services, civil design & advice for asbestos handling, waste & landfill operations, asbestos testing & sampling, site remediation activities & investigations of groundwater contamination, environmental noise consulting, structural engineering & associated activities & property owners/occupiers

LIMITS OF LIABILITY:

Public Liability	\$20,000,000
In respect of any one Occurrence or series of Occurrences arising out of the one event during the Period of Insurance.	
Products Liability	\$20,000,000
In respect of any one Occurrence or series of Occurrences arising out of one event and in the aggregate during the Period of Insurance.	
Asbestos Liability	\$20,000,000
In respect of any one Claim and in the aggregate during the Period of Insurance.	

Sterling Insurance Pty Ltd are subject to Australian privacy laws and we only deal with insurance brokers. As such, please direct any enquiries about this document to the Insured's insurance broker.

Signed:



Dated:

20 August 2021

011948 0481 EMAIL
Deborah Allaway
TALIS CONSULTANTS PTY LTD ATF Talis Unit Trust
PO Box 1189
NOWRA NSW 2541

Issue date:

13/09/2021

Dear Deborah

Statement of coverage

The following policy of insurance covers the full amount of the employer's liability under the *Workers Compensation Act 1987 (NSW)*.

Employer name:		Policy number:	Valid:
TALIS CONSULTANTS PTY LTD ATF Talis Unit Trust		117624601	31/10/2021 - 31/10/2022
Trading name:	Trust ABN:	Trustee ABN:	Trustee ACN:
Talis Consultants	85 967 691 321	96 158 360 046	158 360 046

Industry classification number (WIC) ³	Number of workers ¹	Wages/units ²
782300 Consulting Engineering Services	5	\$349,114.00

1. Number of workers includes contractors/deemed workers

2. Total wages/units estimated for the current period

3. The policy covers all workers employed by the entity named on this certificate in the course of its primary business activity or any other activities ancillary to its primary business activity as required.

Important information

Principals relying on this certificate should ensure it is accompanied by a statement under section 175B of the *Workers Compensation Act 1987 (NSW)*. Principals should also check and satisfy themselves that the information is correct and ensure that the proper workers compensation insurance is in place, i.e. compare the number of employees on site to the average number of employees estimated; ensure that the wages are reasonable to cover the labour component of the work being performed; and confirm that the description of the industry/industries noted is appropriate. A principal contractor may become liable for any outstanding premium of the sub-contractor if the principal has failed to obtain a statement or has accepted a statement where there was reason to believe it was false.

Yours faithfully,

Peter Meighan
Underwriting Operations Manager
icare Workers Insurance

002774 0296 EMAIL
Glenn Robinson
COMMUNITY RESOURCES LIMITED
Level 2 1-5 Manning Street
TUNCURRY NSW 2428

Issue date:

10/05/2021

Dear Glenn

Statement of coverage

The following policy of insurance covers the full amount of the employer's liability under the *Workers Compensation Act 1987 (NSW)*.

Employer name:	Policy number:	Valid:
COMMUNITY RESOURCES LIMITED	107629801	30/06/2021 - 30/06/2022
Trading name:	ABN:	ACN:
GREAT LAKES COMMUNITY RESOURCES	90 746 695 414	622 913 384

Industry classification number (WIC) ³	Number of workers ¹	Wages/units ²
786100 Employment Placement Services	10	\$529,878.37
522100 Clothing Retailing	5	\$87,565.06

1. Number of workers includes contractors/deemed workers
2. Total wages/units estimated for the current period
3. The policy covers all workers employed by the entity named on this certificate in the course of its primary business activity or any other activities ancillary to its primary business activity as required.

Important information

Principals relying on this certificate should ensure it is accompanied by a statement under section 175B of the *Workers Compensation Act 1987 (NSW)*. Principals should also check and satisfy themselves that the information is correct and ensure that the proper workers compensation insurance is in place, i.e. compare the number of employees on site to the average number of employees estimated; ensure that the wages are reasonable to cover the labour component of the work being performed; and confirm that the description of the industry/industries noted is appropriate. A principal contractor may become liable for any outstanding premium of the sub-contractor if the principal has failed to obtain a statement or has accepted a statement where there was reason to believe it was false.

Yours faithfully,

Peter Meighan
Underwriting Operations Manager
icare Workers Insurance

Employer name:

COMMUNITY RESOURCES LIMITED

Policy number:

107629801

Valid:

30/06/2021 -
30/06/2022

Industry classification number (WIC)	Number of workers ¹	Wages/units ²
021930 Services to Fruit & Vegetable Growing nec	10	\$271,109.22
872200 Residential Care Services nec	16	\$606,063.92
952510 Gardening Services	1	\$15,496.22
872920 Non-Residential Care Services nec	18	\$546,124.28
963400 Waste Disposal Services	201	\$7,053,184.45
785400 Business Administrative Services	58	\$3,829,769.48
411100 House Construction	4	\$247,012.28

1. Number of workers includes contractors/deemed workers

2. Total wages/units estimated for the current period

COPY

Certificate of Currency – Public & Products Liability

INSURED NAME	Jobs Australia Limited and/or all nominated member organisations of Jobs Australia Limited Including but not limited to: Community Resources Limited T/As Community Resources Limited and/or all subsidiary companies		
INSURANCE CLASS	Public & Products Liability Excess Liability		
POLICY EXPIRY DATE	30 June 2022 at 4pm local standard time		
LIMITS OF LIABILITY	General Liability	\$100,000,000 any one occurrence	
	Products Liability	\$100,000,000 any one occurrence and in the annual aggregate	
	Advertising Liability	\$5,000,000 any one occurrence	
	Care, Custody & Control	\$250,000	
SUB-LIMITS OF LIABILITY	Molestation (claims made)	\$5,000,000 any one occurrence up to a max. \$10,000,000 in the annual aggregate	
	In the event that any one Period of Insurance exceeds twelve months then the aggregate limit of liability shall be deemed to apply separately to each twelve months period or part thereof.		
POLICY ENDORSEMENTS	Professional Advice (Amended) Medical Practitioners Endorsement (Primary Policy) Molestation Endorsement – Claims Made Participation Exclusion (Referred Activities / Events) Coronavirus Absolute Exclusion		
EXCESS	\$10,000	each and every occurrence except;	
	\$25,000	any one occurrence in respect of claims arising out of or in any way connected with Personal Injury to any contractor or sub- contractor or labour hire personnel of the insured	
	\$25,000	any one claim in respect of claims arising out of or in any way connected with molestation	
	All other terms and conditions of the policy remain unchanged.		
RETROACTIVE DATE	30 June 2021 Applies to Molestation cover		
TERRITORIAL LIMITS	Worldwide Excluding USA and Canada		
INSURER	PROPORTION	POLICY NUMBER	
AXA XL	100.00%	AU00012246LI20A (primary)	
Insurance Australia Limited (CGU)	100.00%	10M6677410 (excess)	

This certificate of currency provides a summary of the policy cover and is current on the date of issue. It is not intended to amend, extend, replace or override the policy terms and conditions contained in the actual policy document. This certificate of currency is issued as a matter of information only and confers no rights upon the certificate holder. We accept no responsibility whatsoever for any inadvertent or negligent act, error or omission on our part in preparing these statements or in transmitting this certificate by email or for any loss, damage or expense thereby occasioned to any recipient of this letter.

Yours sincerely,

Alexander Saba
Senior Account Executive – Commercial, Consumer & Affinity
Marsh Advantage Insurance Pty Ltd

Certificate of Currency – Industrial Special Risks

INSURED NAME	Jobs Australia Limited and/or all nominated member organisations of Jobs Australia Limited Including but not limited to; Community Resources Limited T/As Community Resources Limited and/or all subsidiary companies	
INSURANCE CLASS	Industrial Special Risks	
POLICY EXPIRY DATE	30 June 2022 at 4pm local standard time	
SITUATION	As per Declared Asset Schedule	
SCOPE OF COVER	All real and personal property of every kind and description belonging to the insured or for which the insured is responsible or has assumed responsibility to insure.	
DECLARED VALUES	\$47,000,000 combined Section 1 & 2 any one loss, any one location, subject to sub-limits as listed in the policy Including Flood \$10,000,000 any one event and in the original source and \$30,000,000 in the annual aggregate Including Plate Glass – Replacement	
EXCESS	\$2,500	each and every claim except;
	\$1,500	each and every claims for member entities with annual income less than \$50,000
	\$2,500	Glass Replacement
	\$250	Personal Property of Directors/Employees
	\$2,500	Customers Goods
	\$25,000	Flood (Queensland locations only)
	\$10,000	Flood (NSW Locations)
	\$50,000	Named Cyclone
	\$20,000	Earthquake, Subterranean Fire or Volcanic Eruption
TERRITORIAL LIMITS	Anywhere in the Commonwealth of Australia	
INSURER	PROPORTION	POLICY NUMBER
Allianz Australia Insurance Limited	100.00%	31 0100037IAR

This certificate of currency provides a summary of the policy cover and is current on the date of issue. It is not intended to amend, extend, replace or override the policy terms and conditions contained in the actual policy document. This certificate of currency is issued as a matter of information only and confers no rights upon the certificate holder. We accept no responsibility whatsoever for any inadvertent or negligent act, error or omission on our part in preparing these statements or in transmitting this certificate by email or for any loss, damage or expense thereby occasioned to any recipient of this letter.

Yours sincerely,

Alexander Saba

Senior Account Executive – Commercial, Consumer & Affinity
Marsh Advantage Insurance Pty Ltd

Certificate of Currency – Management Liability

INSURED NAME	Jobs Australia Limited and/or all nominated member organisations of Jobs Australia Limited Including but not limited to; Community Resources Limited T/As Community Resources Limited and/or all subsidiary companies	
INSURANCE CLASS	Management Liability	
POLICY EXPIRY DATE	30 June 2022 at 4pm local standard time	
LIMIT OF LIABILITY	\$25,000,000 Each Loss and \$25,000,000 in the aggregate	
POLICY LIMITS	Directors & Officers Liability/Organisation Reimbursement	\$20,000,000
	Organisation Liability	\$5,000,000
	Employment Practices Liability	\$5,000,000
	Statutory Liability	\$1,000,000
	Crime Cover	\$1,000,000
	Cyber Liability	\$250,000
	Kidnap, Ransom and Extortion	\$1,000,000
	Superannuation Trustees Liability	Not Insured
POLICY EXTENSIONS	As Declared	
EXCESS	Directors & Officers Liability	NIL
	Organisation Reimbursement	\$10,000
	Insured Entity Liability	\$10,000
	Employment Practices Liability	\$10,000
	Statutory Liability	\$10,000
	Crime Cover	\$10,000
	Cyber Liability	\$10,000
	Superannuation Trustees Liability	Not Applicable
POLICY EXCLUSIONS	Major Shareholder Insolvency Exclusion Communicable Disease Endorsement Molestation Exclusion Group Policy Endorsement	
RETROACTIVE DATE	Unlimited excluding known claims and circumstances	
TERRITORIAL LIMITS	Worldwide Excluding USA and Canada	
INSURER	PROPORTION	POLICY NUMBER
Chubb Insurance Australia Limited	100.00%	02CH029146

This certificate of currency provides a summary of the policy cover and is current on the date of issue. It is not intended to amend, extend, replace or override the policy terms and conditions contained in the actual policy document. This certificate of currency is issued as a matter of information only and confers no rights upon the certificate holder. We accept no responsibility whatsoever for any inadvertent or negligent act, error or omission on our part in preparing these statements or in transmitting this certificate by email or for any loss, damage or expense thereby occasioned to any recipient of this letter.

Yours sincerely,

Alexander Saba
Senior Account Executive – Commercial, Consumer & Affinity
Marsh Advantage Insurance Pty Ltd

Certificate of Currency – Professional Indemnity

INSURED NAME	Jobs Australia Limited and/or all nominated member organisations of Jobs Australia Limited Including but not limited to; Community Resources Limited T/As Community Resources Limited and/or all subsidiary companies	
INSURED NAME	Jobs Australia Limited and/or all nominated member organisations of Jobs Australia Limited Including but not limited to; Community Resources Limited T/As Community Resources Limited and/or all subsidiary companies	
INSURANCE CLASS	Professional Indemnity	
POLICY EXPIRY DATE	30 June 2022 at 4pm local standard time	
LIMIT OF INDEMNITY	\$20,000,000 any one claim and \$20,000,000 in the aggregate	
SPECIFIC COVER LIMITS	Legal Representation Expenses	\$250,000
	Loss of Documents	\$250,000
	Public Relations Expenses	\$100,000
OPTIONAL EXTENSIONS	Principal's Previous Business	Not Insured
	Fidelity Cover	Not Insured
ENDORSEMENTS	Finance, Legal and Attestation Endorsement Molestation Exclusion Cyber Privacy and Confidentiality Exclusion Communicable Disease Endorsement - Failure to Follow Protocols Group Policy Endorsement BIPD Exclusion with write-backs TADACT Endorsement Midwives Endorsements Medical Services Exclusion Healthcare Services Endorsement Group Policy Endorsement	
EXCESS	Excess (any one claim) Defence Costs Exclusive	\$5,000
	Legal Representation Expenses	\$1,000
	Loss of Documents	\$1,000
	Public Relations Expenses	\$1,000
RETROACTIVE DATE	Unlimited excluding known claims and circumstances	
CONTINUITY DATE	Inception	
TERRITORIAL LIMITS	Worldwide Excluding USA	

INSURER	PROPORTION	POLICY NUMBER
Chubb Insurance Australia Limited	100.00%	02PI029151

This certificate of currency provides a summary of the policy cover and is current on the date of issue. It is not intended to amend, extend, replace or override the policy terms and conditions contained in the actual policy document. This certificate of currency is issued as a matter of information only and confers no rights upon the certificate holder. We accept no responsibility whatsoever for any inadvertent or negligent act, error or omission on our part in preparing these statements or in transmitting this certificate by email or for any loss, damage or expense thereby occasioned to any recipient of this letter.

Yours sincerely,

Alexander Saba
Senior Account Executive – Commercial, Consumer & Affinity
Marsh Advantage Insurance Pty Ltd

Certificate of Currency – Motor Fleet Contingency

INSURED NAME	Jobs Australia Limited and/or all nominated member organisations of Jobs Australia Limited Including but not limited to; Community Resources Limited T/As Community Resources Limited and/or all subsidiary companies	
INSURANCE CLASS	Motor Fleet Contingency	
POLICY EXPIRY DATE	30 June 2022 at 4pm local standard time	
SCOPE OF COVER	<p>In the event that a privately owned vehicle by a Jobs Australia Member Employee or Volunteer is comprehensively insured by the registered vehicle owner and that vehicle is used for the Institutions business;</p> <p>The insurers agree to:</p> <p>a) Reimburse any excess payable up to the policy limit</p> <p>b) If the Job Australia member employee or volunteer's comprehensive insurer declines coverage for their owned damage, then this policy will review and cover may be granted under this policy to repair owned vehicle damage up to the policy limit.</p> <p>c) If the Job Australia member employee, member or volunteers comprehensive insurer declines coverage, then this policy will provide cover against legal liability for third party property damage arising whilst they are carrying on business for Jobs Australia only. This indemnity limit will not exceed the third party policy limit.</p>	
POLICY LIMITS	Maximum any one loss	\$10,000
	Third Party Property Damage (any one loss)	\$30,000,000
EXCESS	Each and every claim	NIL
TERRITORIAL LIMITS	Anywhere in the Commonwealth of Australia	
INSURER	PROPORTION	POLICY NUMBER
Allianz Australia Insurance Limited	100.00%	131 0100057VFT

This certificate of currency provides a summary of the policy cover and is current on the date of issue. It is not intended to amend, extend, replace or override the policy terms and conditions contained in the actual policy document. This certificate of currency is issued as a matter of information only and confers no rights upon the certificate holder. We accept no responsibility whatsoever for any inadvertent or negligent act, error or omission on our part in preparing these statements or in transmitting this certificate by email or for any loss, damage or expense thereby occasioned to any recipient of this letter.

Yours sincerely,

Alexander Saba
Senior Account Executive – Commercial, Consumer & Affinity
Marsh Advantage Insurance Pty Ltd

Certificate of Currency – Marine & Transit

INSURED NAME	Jobs Australia Limited and/or all nominated member organisations of Jobs Australia Limited Including but not limited to; Community Resources Limited T/As Community Resources Limited and/or all subsidiary companies	
INSURANCE CLASS	Marine and Transit	
POLICY EXPIRY DATE	30 June 2022 at 4pm local standard time	
SCOPE OF COVER	Loss of or damage to interest insured. As per insurer's policy plus attached additional clauses.	
INSURED GOODS	Office Equipment	
METHOD OF CONVEYANCE	Road / Rail / Air / Sea / Registered Post or equivalent	
LIMIT ANY ONE CONVEYANCE	Inland	\$200,000
	Imports	Not Insured
	Exports	Not Insured
	World to World	Not Insured
EXCESS	Each and every claim	\$250
TERRITORIAL LIMITS	Australia wide transits	
INSURER	PROPORTION	POLICY NUMBER
Allianz Australia Insurance Limited	100.00%	13 10100038MTA

This certificate of currency provides a summary of the policy cover and is current on the date of issue. It is not intended to amend, extend, replace or override the policy terms and conditions contained in the actual policy document. This certificate of currency is issued as a matter of information only and confers no rights upon the certificate holder. We accept no responsibility whatsoever for any inadvertent or negligent act, error or omission on our part in preparing these statements or in transmitting this certificate by email or for any loss, damage or expense thereby occasioned to any recipient of this letter.

Yours sincerely,

Alexander Saba
Senior Account Executive – Commercial, Consumer & Affinity
Marsh Advantage Insurance Pty Ltd

Certificate of Currency – Corporate Travel

INSURED NAME	Jobs Australia Limited and/or all nominated member organisations of Jobs Australia Limited Including but not limited to; Community Resources Limited T/As Community Resources Limited and/or all subsidiary companies															
INSURANCE CLASS	Business Travel															
POLICY EXPIRY DATE	30 June 2022 at 4pm local standard time															
INSURED PERSONS	All Employees of the Policyholder including their accompanying spouse/ partner and/or Dependent Child(ren)															
SCOPE OF COVER	Cover under this policy applies whilst a Covered Person is on a Journey															
JOURNEY DEFINITION	Such travel involved a destination fifty (50) kilometres or more from the Covered Persons Home or normal place of business. The maximum duration of any one (1) trip is one hundred & eighty (180) days. Journey does NOT include normal commuting between the Covered Person's Home and normal place of business.															
AGGREGATE LIMIT OF LIABILITY	<table><tr><td>Any one (1) occurrence – Personal Accident & Sickness (A)</td><td>\$5,000,000</td></tr><tr><td>Non Scheduled Flights</td><td>\$1,000,000</td></tr><tr><td>Any one event with respect to War/Civil War (C)</td><td>\$500,000</td></tr><tr><td>Any one Period of Insurance with respect to War/ Civil War</td><td>\$1,000,000</td></tr><tr><td>Any one (1) occurrence – Kidnap & Ransom Extortion Cover (E)</td><td>\$1,000,000</td></tr><tr><td>Medical, Evacuation and Additional Expenses</td><td>Unlimited</td></tr><tr><td>Personal Liability</td><td>\$10,000,000</td></tr></table> All other policy limits refer to Policy Schedule		Any one (1) occurrence – Personal Accident & Sickness (A)	\$5,000,000	Non Scheduled Flights	\$1,000,000	Any one event with respect to War/Civil War (C)	\$500,000	Any one Period of Insurance with respect to War/ Civil War	\$1,000,000	Any one (1) occurrence – Kidnap & Ransom Extortion Cover (E)	\$1,000,000	Medical, Evacuation and Additional Expenses	Unlimited	Personal Liability	\$10,000,000
Any one (1) occurrence – Personal Accident & Sickness (A)	\$5,000,000															
Non Scheduled Flights	\$1,000,000															
Any one event with respect to War/Civil War (C)	\$500,000															
Any one Period of Insurance with respect to War/ Civil War	\$1,000,000															
Any one (1) occurrence – Kidnap & Ransom Extortion Cover (E)	\$1,000,000															
Medical, Evacuation and Additional Expenses	Unlimited															
Personal Liability	\$10,000,000															
EXCESS	<table><tr><td>Each and every claim</td><td>NIL</td></tr><tr><td>Electronic Equipment</td><td>\$250</td></tr></table> All other policy excesses as declared in Policy Schedule		Each and every claim	NIL	Electronic Equipment	\$250										
Each and every claim	NIL															
Electronic Equipment	\$250															

TERRITORIAL LIMITS Worldwide

INSURER	PROPORTION	POLICY NUMBER
Chubb Insurance Australia Limited Through Key Underwriting P/L	100.00%	02ET006192

This certificate of currency provides a summary of the policy cover and is current on the date of issue. It is not intended to amend, extend, replace or override the policy terms and conditions contained in the actual policy document. This certificate of currency is issued as a matter of information only and confers no rights upon the certificate holder. We accept no responsibility whatsoever for any inadvertent or negligent act, error or omission on our part in preparing these statements or in transmitting this certificate by email or for any loss, damage or expense thereby occasioned to any recipient of this letter.

Yours sincerely,

Alexander Saba
Senior Account Executive – Commercial, Consumer & Affinity
Marsh Advantage Insurance Pty Ltd

Certificate of Currency – Personal Accident Employees

INSURED NAME	Jobs Australia Limited and/or all nominated member organisations of Jobs Australia Limited Including but not limited to; Community Resources Limited T/As Community Resources Limited and/or all subsidiary companies		
INSURANCE CLASS	Group Personal Accident		
POLICY EXPIRY DATE	30 June 2022 at 4pm local standard time		
INSURED PERSONS	CATEGORY 1: All Full time Employees of Named Insured CATEGORY 2: All Casual / Part-time / Labour Hire Employees of Named Insured		
SCOPE OF COVER	CATEGORY 1: Cover under the Policy applies for twenty four (24) hours per day, three hundred & sixty five (365) days per year during the Period of Insurance. CATEGORY 2: Cover under the Policy applies for twenty four (24) hours per day while on the business of the Policyholder, including transit to and from the Covered Persons normal business address.		
LIMIT OF LIABILITY	Table of Events	Lump Sum Benefit	
	Event 1 – Accidental Death	\$200,000	
	Events 2 – 19	\$200,000	
	All other policy limits refer to Policy Schedule		
AGGREGATE LIMIT OF LIABILITY	Any one (1) Period of Insurance (A)	\$5,000,000	
	No-Scheduled Flights (B)	\$0	
	Any one (1) Event with respect to War/ Civil War (C)	\$500,000	
	Any one (1) Period of Insurance with respect To War/Civil War (D)	\$1,000,000	
EXCESS	Event 1 – Accidental Death	NIL	
	Events 2 – 19	NIL	
	All other policy excesses as declared in Policy Schedule		
TERRITORIAL LIMITS	Worldwide		
INSURER	PROPORTION	POLICY NUMBER	
Chubb Insurance Australia Limited	100.00%	04PO011991	

This certificate of currency provides a summary of the policy cover and is current on the date of issue. It is not intended to amend, extend, replace or override the policy terms and conditions contained in the actual policy document. This certificate of currency is issued as a matter of information only and confers no rights upon the certificate holder. We accept no responsibility whatsoever for any inadvertent or negligent act, error or omission on our part in preparing these statements or in transmitting this certificate by email or for any loss, damage or expense thereby occasioned to any recipient of this letter.

Yours sincerely,

Alexander Saba

Senior Account Executive – Commercial, Consumer & Affinity
Marsh Advantage Insurance Pty Ltd

Certificate of Currency – Personal Accident Volunteers

INSURED NAME	Jobs Australia Limited and/or all nominated member organisations of Jobs Australia Limited Including but not limited to; Community Resources Limited T/As Community Resources Limited and/or all subsidiary companies		
INSURANCE CLASS	Voluntary Workers Personal Accident		
POLICY EXPIRY DATE	30 June 2022 at 4pm local standard time		
INSURED PERSONS	CATEGORY 1: All Jobseekers CATEGORY 2: All Voluntary Workers working in a voluntary capacity on behalf of Named Insured CATEGORY 3: All Board members working in a voluntary capacity on behalf of Named Insured		
SCOPE OF COVER	CATEGORY 1: Cover under the Policy applies whilst a Covered Person is engaged in any program or service conducted on behalf of the Policyholder including necessary direct travel to and from such voluntary work. CATEGORY 2 & 3: Cover under the Policy applies whilst a Covered Person is engaged in voluntary work on behalf of the Policyholder including necessary direct travel to and from such voluntary work. Provided always that any voluntary work is officially organised by and under the control of the Named Insured		
LIMIT OF LIABILITY	Table of Events	Lump Sum Benefit	
CATEGORY 1-3	Event 1 – Accidental Death	\$250,000	
	Events 2 – 19	\$250,000	
	Bodily Injury resulting in Surgery	\$20,000	
	Fractured Bones	\$5,000	
CATEGORY 2 & 3 ONLY	Weekly Benefits Bodily Injury (limited to 104 weeks)	\$750	
	Weekly Benefits Bodily Injury	85% of Salary	
CATEGORY 1 & 2 ONLY	Non-Medicare Medical Expenses (75% incurred costs)	\$5,000 max.	
	All other policy limits refer to Policy Schedule		
AGGREGATE	Any one (1) Period of Insurance (A)	\$5,000,000	
LIMIT OF LIABILITY	No-Scheduled Flights (B)	\$2,000,000	
	Any one (1) Event with respect to War/Civil War (C)	\$0	
	Any one (1) Period of Insurance with respect To War/Civil War (D)	\$0	
EXCESS	Event 1 – Accidental Death, Events 2 – 19	NIL	
	Weekly Benefits Bodily Injury	7 days	
	Non-Medicare Medical Expenses	\$50	
	All other policy excesses as declared in Policy Schedule		
TERRITORIAL LIMITS	Worldwide		
INSURER	PROPORTION	POLICY NUMBER	
Chubb Insurance Australia Limited	100.00%	04VW012052	

This certificate of currency provides a summary of the policy cover and is current on the date of issue. It is not intended to amend, extend, replace or override the policy terms and conditions contained in the actual policy document. This certificate of currency is issued as a matter of information only and confers no rights upon the certificate holder. We accept no responsibility whatsoever for any inadvertent or negligent act, error or omission on our part in preparing these statements or in transmitting this certificate by email or for any loss, damage or expense thereby occasioned to any recipient of this letter.

Yours sincerely,

Alexander Saba
Senior Account Executive – Commercial, Consumer & Affinity
Marsh Advantage Insurance Pty Ltd

APPENDIX E

Quality Assurance Certification



CERTIFICATE OF REGISTRATION

Talis Consultants Pty Ltd

604 Newcastle Street, Leederville, WA 6007, Australia
76 Bridge Road, Nowra, NSW 2541, Australia

Has been assessed and certified by Compass Assurance Services to the following management systems, standards and guidelines:

ISO 9001:2015

QUALITY MANAGEMENT SYSTEMS

The scope of the certification covers the following activities:

The delivery of professional Engineering and Environmental consultancy services.



Managing Director



CERTIFICATION DATE:

6 June 2018

DATE OF ISSUE:

20 July 2021

EXPIRY DATE:

6 June 2024

CERTIFICATE #:

2953-1305-02



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Assets | Engineering | Environment | Noise | Spatial | Waste

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