CONFIDENTIAL ITEMS 2003 – SEPTEMBER 2016

#	Date	Item Title	Confidential Order Details	Item being kept confidential - Agenda/ Attachment/ Minutes	Reason regarding retention or recommend- action to release	Resolution Regarding Action	Last Review Date	Next Review Date	Date Released
67	2 Oct 2012	Monarto Quarries – Request for Proposal	Section 90 (3) (d) Order Pursuant to Section 90(3)(d) 1.Pursuant to Section 90(2) of the Local Government Act 1999 the Council orders that all members of the public except the Chief Executive Officer, the General Manager, Council Services, the General Manager, Corporate Services and the Minutes Secretary be excluded from attendance at the meeting for Agenda Item Monarto Quarries Request for Proposal. The Council is satisfied that pursuant to Section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected:	report, attachment and all minutes		Section 91(7) Order Pursuant to Section 91(7) 5. That having considered Agenda Item Monarto Quarries Request for Proposal in confidence under 90(2) and 3(d) of the Local Government Act 1999, the Council pursuant to Section 91(7) of the Act orders that the Council report, attachment and all minutes be retained in confidence until the Request for Proposal process is completed.	7 Sep 15		11 Aug 16

DOC/16/84673 5

16. <u>CONFIDENTIAL ITEMS</u>

16.1 REPORT TITLE: CONFIDENTIAL ITEM: MONARTO

QUARRIES REQUEST FOR PROPOSAL

DATE OF MEETING: 2 OCTOBER 2012

FILE NUMBER: 12/010118

Strategic Plan Ref:

Monarto Quarries Business Plan

Purpose:

To have Council consider the proposals received in response to the Monarto Quarries Request for Proposal process and authorise the required actions.

<u>Summary – Key Issues:</u>

- From the six parties invited to submit a Proposal for Monarto Quarries only two have forwarded a proposal;
- The land owners are understood to have indicated to the Adelaide Hills Region Waste Management Authority that they require vacant possession;
- The recommendation is for Council to sell Monarto Quarries.

Recommendation:

That Council

Section 90 (3) (d) Order

Pursuant to Section 90(3)(d)

Pursuant to Section 90(2) of the Local Government Act 1999 the Council orders that all members of the public except the Chief Executive Officer, the General Manager, Council Services, the General Manager, Corporate Services and the Minutes Secretary be excluded from attendance at the meeting for Agenda Item Monarto Quarries Request for Proposal.

The Council is satisfied that pursuant to Section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected: To prejudice the commercial position of the persons who have supplied the information given that the details contained in the two proposals received will be provided and discussed.

In addition, the disclosure of this information would, on balance, be contrary to the public interest. The public interest in public access to the meeting has been balanced against the public interest in the continued non-disclosure of the information. The benefit to the public at large resulting from withholding the information outweighs the benefit to it of disclosure of the information. The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the disclosure of this information may result in a competitor receiving the information to the detriment of the parties who have submitted proposals.

- 2. determine that the preferred outcome is for the sale of the Monarto Quarries business, including the Council owned land being section 297;
- 3. authorise the General Manager, Corporate Services to enter into negotiations with both Adelaide Resource Recovery and Southern Waste ResourceCo with the objective of getting the best possible offer for Monarto Quarries;
- 4. requires a further report by no later than end February 2013 in respect of negotiations with both Adelaide Resource Recovery and Southern Waste ResourceCo Pty Ltd; and
- 5. authorise the General Manager, Corporate Services to brief the remaining two Monarto Quarries staff in respect of the proposed process and timing.

Section 91(7) Order

Pursuant to Section 91(7)

That having considered Agenda Item Monarto Quarries Request for Proposal in confidence under 90(2) and 3(d) of the Local Government Act 1999, the Council pursuant to Section 91(7) of the Act orders that the Council report, attachment and all minutes be retained in confidence until the Request for Proposal process is completed.

Background:

1. Monarto Quarries operates as a business unit of the Council.

2. At the Council meeting held on 19 March 2012 the following was resolved following an in confidence discussion and in addition to a resolution that the matter remain confidential:

That Council:

- 1. Endorse the recommendation of the evaluation panel for stage 2 that all of the six short listed respondents be invited to participate in a Request for Proposal (RFP) being stage 3 of the process.
- 2. Authorise the General Manager, Infrastructure and Projects to arrange and finalise the preparation of an RFP document for stage 3 of the process and to issue same under tender conditions to the six short listed respondents.
- 3. Note that following the evaluation of the proposals received via the RFP process, a further agenda item will be prepared for consideration at a council meeting.
- 4. Authorise the General Manager, Infrastructure and Projects to provide a verbal update on the process to the land owner (the Harvey family) and the staff of Monarto Quarries.
- 3. The Monarto Quarries Request For Proposal (RFP) document (attachment 1) was prepared and issued on 4 July 2012 to the six short listed groups previously determined by Council resolution.
- 4. The RFP was issued under tender conditions.
- 5. Receipt of the RFP was confirmed by all six of the short listed groups.
- 6. On 24 August Updated Information (attachment 2) was issued by Council to all of the six short listed groups.
- 7. Proposals were required to be received by the Council no later than 5.00PM on Tuesday 28 August 2012.
- 8. Prior to this deadline communications were received from both Hunter Brothers Earthmovers Pty Ltd and the Adelaide Hills Region Waste Management Authority (AHRWMA) indicating that they were not going to submit a proposal and had withdrawn from the RFP process.
- 9. Of the remaining four short listed groups, only two submitted proposals being Adelaide Resource Recovery (ARR) and Southern Waste ResourceCo Pty Ltd (attachments 4 and 5).
- 10. The RFP made clear that all of the information submitted to the Council will be treated as being commercial in confidence.

Discussion:

AHRWMA

- 11. An important change in circumstances that occurred after the RFP was issued was the AHRWMA being made aware of the land owners (the Harvey Family) requiring vacant possession from the AHRWMA.
- 12. Council has sought further information from the land owners to clarify the timing of vacant possession being required from the AHRWMA but to date the land owners have not responded to Council's requests.
- 13. Given this change in circumstances the AHRWMA withdrew from the RFP process.
- 14. Assuming that the land owners proceed and obtain vacant possession from the AHRWMA there will be implications for Monarto Quarries given current infrastructure and other resource sharing arrangements exist between Monarto Quarries and the AHRWMA.
- 15. Whilst not yet confirmed, Council understands that the land owners have an arrangement with Southern Waste ResourceCo.

RFP Response

- 16. This may explain the level of response to the RFP process being in summary that only 2 out of 6 responded and one of these was very light on for information. The only substantive proposal came from Southern Waste ResourceCo.
- 17. To assist Council with the RFP process Mr John Comrie was retained.
- 18. Mr Comrie was retained given his extensive knowledge and experience with Local Government in particular financial matters, and to ensure that there was independent input to the RFP process.
- Mr Comrie had input to the preparation of the RFP document and reviewed the two proposals received.
- 20. A table assessing the two proposals has been jointly prepared by Mr Comrie and Mr Brian Clancey (attachment 3).

Other Options

- 21. Some form of arrangement with the AHRWMA is no longer an option given the intentions of the land owners in respect of the AHRWMA (refer above).
- 22. An option is to close the gate now. This is considered to have major downsides:

- triggering a voluntary redundancy payout for the two staff with associated significant cost (refer Staff Resource Requirements below); and
- the loss of the existing customer base would devalue the sale price of the asset; and
- it would leave product for which the crushing contractor has already been paid by Council, laying on the ground with the associated revenue loss.
- 23. The option of Council retaining some form of interest in Monarto Quarries has little merit given the recent change in circumstances with the AHRWMA and the risk that this option would entail relative to the likely limited degree of benefit.

Recommended Approach

- 24. Put simply, running a quarry is not core business for the Council, presents risks and is impacting negatively from a community perspective given the financial losses in recent years.
- 25. The recommended approach from Council staff and Mr Comrie is to proceed with the disposal of the Monarto Quarries business including the Council owned land being section 297 comprising 246 acres or 100 hectares (see attachment 6) and seek to obtain the best possible offer for Monarto Quarries via negotiation with ARR and Southern Waste ResourceCo.
- 26. Strategically it is considered preferable to enter into negotiations with both parties to reinforce that there is competition.
- 27. In respect of some of the numbers included in the Southern Waste ResourceCo proposal, these should be treated with a degree of caution as they are pre due diligence being undertaken by them.
- 28. In the interim it would remain business as usual for Monarto Quarries and operational matters will need to continue to be managed.

Community Engagement:

latamasia a anti-	Nint and Calls	
Informing only	Not applicable.	
in in or in ining or in y	1 10t applicable:	

Policy:

Not applicable.

Budget:

The 2011/12 result for Monarto Quarries was an operating loss of \$137,609.

The forecast operating deficit for Monarto Quarries for 2012/13 is \$75,000 although it is now anticipated that the actual loss will be higher as a result of ongoing lower sales levels and to a lesser extent the costs that the proposed disposal process will incur (see below).

The cost of Mr Comrie's input whilst not yet finalised is not expected to exceed \$1,000.

It may also be advantageous and indeed in some cases necessary to retain some specialist external expertise in respect of the approach to and the sale of the business (e.g. legal, and the value to a purchaser of some 'assets' like Extractive Mineral Licences).

Statutory/Legal:

Mellor Olsson Lawyers provided legal input to the preparation of the RFP document.

Under the Local Government Act 1999 a principle that all Councils are required to observe is to "seek to ensure that council resources are used fairly, effectively and efficiently".

The Council owned land at Hartley is excluded from classification as community land under the Local Government Act.

Staff Resource Requirements:

There are two Council employees who are located at Monarto Quarries being Mr Andy McInnes, Operations Supervisor and Mr Robin Grivell, Plant Operator.

Monarto Quarries staff have been kept informed of the RFP process.

The RFP specifically requires the identification of what is proposed in respect of the existing staff (refer attachment 3).

There is an Enterprise Agreement that commenced on 21 January 2005 and continues to apply in respect of the Monarto Quarries staff.

The Enterprise Agreement stipulates no forced redundancies and provides the basis for calculating voluntary separation packages.

Calculated as at 27 March 2013 the total payout cost for voluntary separation packages for the two staff would be \$227,000 plus a total outplacement entitlement of \$11,000.

In 2009 Council obtained legal advice from Mellor Olsson in respect to the implications of the Enterprise Agreement.

That advice concluded that whilst the two Monarto Quarries staff are Council employees, under the Enterprise Agreement the Council could not transfer these staff to another part of the Council e.g. Field Services without breaching the Enterprise Agreement.

In respect of other Council staff who have some involvement with Monarto Quarries such as the General Manager, Infrastructure and Projects and on occasions others including the Chief Executive Officer, there is also the ongoing opportunity cost to consider.

Transition of Monarto Quarries to being an asset disposal exercise is now proposed and hence the transfer of internal responsibility from the General Manager, Infrastructure and Projects to the General Manager, Corporate.

Whilst every effort will be made to expedite such a process, it is likely that this will take some months to conclude based on the proposals received.

Environmental:

There is a liability for the rehabilitation of land that has been quarried and is yet to be rehabilitated.

The possible acceptance of bio-solids (appropriately treated sewage sludge) from Council to assist rehabilitation has been examined but is yet to proceed as the approval of some of the landowners has not been forthcoming.

Council has previously been successful in securing grant funds from the Extractive Areas Rehabilitation Fund to assist with the funding of some rehabilitation work.

Social:

Not applicable.

Risk Assessment:

Ongoing risks to the Council as the owner of Monarto Quarries are the nature of the business activities and the declining financial performance of the business.

Asset Management:

The preferred approach is to dispose of all of the assets associated with the Monarto Quarries business (refer Table 3 in attachment 2).

Conclusion:

Monarto Quarries is not performing and is now a drain on the community. The proposed approach is to dispose of the business as soon as practicable and get the best possible offer for it.

Key Contact

Brian Clancey, General Manager, Infrastructure and Projects

<u>Sponsor of Project</u> Andrew Stuart, Chief Executive Officer

Attachments

- Request for Proposal
 Request for Proposal Additional Information
 Table of Proposals Received
 ARR Proposal
 Southern Waste ResoureCo Proposal
 Locality and Site Plan



Attachment 1 to Item 16.1

Commercial in Confidence

Monarto Quarries





District Council of Mount Barker

Issued 4 July 2012

Contents

Purpose	3
Background	3
What Information	3
Site Visit	4
Assessment	4
How to lodge	5
Timing to lodge	6
Validity Period	6
Further Information	6
Respondents not to solicit the Council or its employees	6
Conflict of Interest	6
Request for Proposal Process	7
Confidentiality of Information provided by respondents	7

Purpose

The purpose of the Request for Proposal (RFP) invitation is to enable the short listed respondents to put forward information to enable decision making by the District Council of Mount Barker (Council) in relation to the future operation and ownership of Monarto Quarries.

Important:

Respondents should treat the RFP process as being the final opportunity to submit any information that they would like to be considered by Council.

Background

All respondents have access to the information that was contained in the Expressions Of Interest (EOI) document dated 22 November 2011.

Information contained in this RFP is to be read as being additional to that contained in the EOI document and subsequent letters from the Council to respondents dated 23 March 2012 and 21 May 2012.

The Council has formally authorised the RFP process being undertaken.

Following receipt and consideration of the RFP submissions, a report is to be prepared for Council consideration. Council will not be bound to accept any RFP submission and the submission of an RFP will not give rise to any contract between the respondent and Council.

What Information

Respondents to the RFP invitation are required to submit the following information.

- A. Confirmation as to the nature of the proposal i.e. purchase, operate and manage and or variations to this e.g. operate and manage with first right to subsequent purchase.
- B. For each option being proposed:
 - Proposed commercial arrangements e.g. purchase price and what assets are included/excluded with clarity as to whether GST has been included or excluded
 - 2. Proposal for the council owned land being Lot 297
 - 3. Timing of any arrangements e.g. if operation, for what period and under what essential terms and conditions
 - 4. Payments, amounts and timing e.g. relative to settlement for assets or commencement of operating

- 5. Clearly state any pre conditions or other contingent requirements
- 6. Proposal for the existing Monarto Quarries staff**
- 7. Proposals for the joint use of existing on site resources by Monarto Quarries with the Adelaide Hills Region Waste Management Authority i.e. office and amenities, weighbridge and access road

** Please note that there are now only two Monarto Quarries staff employed by the Council being an on-site operations supervisor and a plant operator. At the time that the EOI was issued there were three staff.

Council confirms that the information provided by it as part of the EOI process remains valid as previously provided to respondents.

Additional information can be provided at the discretion of the respondent but it is not necessary to provide information that was included in your response to the EOI unless there have been any changes since that earlier information was provided to the Council.

Respondents should provide supporting evidence to demonstrate that they have the expertise and financial capacity to successfully carry-out their proposal.

Site Visit

A request to visit the site can be accommodated. Any such request must be directed to Brian Clancey who is Council's Nominated Contact Person (contact details below).

Any request to undertake any on site sampling/testing must also be directed to Brian Clancey.

Assessment

Council reserves its rights in full in respect of the assessment of proposals submitted in response to the RFP.

To assist the Council in the assessment process Mr John Comrie, JAC Comrie Pty Ltd has been retained.

As a guide only for respondents, it is expected that assessment by Council is likely to include the following criteria (not in any particular order):

Application of the assessment criteria listed below may be varied according to the nature of the proposals offered by the interested parties.

(1) Financial return to Council

- **(2) Future security of the business** (if the proposal is to manage/operate the business)
- **(3) Maintaining good relationships with the key stakeholders** (the key stakeholders will vary subject to whether the proposal is to purchase or manage/operate)

(4) Proven Ability to Perform

- Capability
- Relevant Experience
- Reference Contacts
- Relevant and Proven Technical Capacity

(5) Management & Organisational Systems

- Organisational Structure
- Quality
- · Occupational Health and Safety Plan
- Environmental Management

(6) Financial Sustainability

Respondent's Financial Capacity; and

(7) Other

 Value adding proposition, providing either a direct or indirect benefit to the Council.

How to lodge

Proposals must be lodged in the Tender Box at the Local Government Centre, 6 Dutton Road, Mount Barker. Proposals must be enclosed in an envelope and marked "CONFIDENTIAL" and be addressed as follows:

Tender Box

Monarto Quarries Request for Proposal

District Council of Mount Barker

PO Box 54

Mount Barker SA 5251

Respondents are required to lodge an original Proposal plus 3 copies, each of which (including copies of all supporting documentation) is to be certified by the Respondent to be a true copy of the Proposal.

Proposals must not be submitted by facsimile transmission or email as these will not be accepted by the Council.

If proposals are posted Council staff will place the envelope in the Tender Box, if received before the Closing Time.

Timing to lodge

Proposals will be accepted until **5.00PM on Tuesday 28 August 2012** (the **Closing Time**). Proposals received after the Closing Time **WILL NOT** be considered or accepted. The time of 5.00PM will be verified by Council staff on the day via **www.timeanddate.com**

Validity Period

All Proposals are to stipulate the period for which the proposal will remain open for acceptance by the Council, it is suggested that this be for a period of not less than 3 months after the Closing Time.

Further Information

Respondents are <u>not</u> permitted to approach any employee or Member of Council including Monarto Quarries staff other than the Nominated Contact Person.

Any request for further information must be directed to:
Brian Clancey
General Manager
Infrastructure & Projects
Telephone 8391 7218

Email bclancey@dcmtbarker.sa.gov.au

Respondents not to solicit the Council or its employees

Any Respondent and/or their representatives must not interfere or attempt to interview or to discuss their RFP with the representatives or employees of the Council, other than the Nominated Contact Person. The Council reserves the right to reject any RFP submitted by a Respondent which contravenes this requirement.

Conflict of Interest

Respondents must inform the Council of any circumstances or relationships which will constitute a conflict or potential conflict of interest if the Respondent is successful with its Proposal. If any conflict or potential conflict exists, the Respondent must advise how it proposes to address this.

As a public authority Council elected members and officers have statutory obligations under the Local Government Act 1999 to disclose an interest (whether pecuniary or non-pecuniary) in a matter before Council and in some circumstances are required not to participate in the discussion or decision-making in respect of that matter in order to ensure that there is no conflict between their private and public interests.

Request for Proposal Process

Council retains the right to negotiate directly with a respondent to purchase or manage/operate Monarto Quarries that may result in a contract for the purchase or to manage/operate Monarto Quarries.

Council will not be bound to accept any RFP submission.

The submission of an RFP will not give rise to any contract between the respondent and Council.

Save for any liability arising from a breach of any condition or warranty which is implied by virtue of legislation and which cannot be excluded, Council expressly disclaims any liability to any respondent to this RFP or any other person (including liability based on any wilful or negligent act or omission) for any losses or damages arising out of or in connection with the provision of any documents provided by Council or the making of any decision by Council in connection with the RFP.

Council reserves the right without notice, without explanation and for any cause whatsoever:

- not to proceed with this RFP for all or any part of the Monarto Quarries business;
- to change the terms and procedures relating to the RFP process;
- to terminate negotiations with any party at any time;
- to reject or accept (as the case may be) any RFP submission;
- not to enter into further discussion with a party if that party is unsuccessful in having their RFP submission considered.

Notwithstanding the above Council will use every reasonable endeavour to conduct an open and transparent process and convey all information in a fair and equitable manner to all interested parties.

Confidentiality of Information provided by respondents

All information submitted by respondents in response to the RFP invitation will be treated by Council as being commercial in confidence so far as the law allows.

Respondents are asked to identify what information they consider is confidential. Council will use every reasonable endeavour to keep such information confidential after taking into account its legal obligations as set out in the Local Government Act 1999 and the Freedom of Information Act 1991.

Attachment 2 to Item 16.1

112

Commercial In Confidence

Monarto Quarries

Request for Proposal

Updated Information

Issued 24 August 2012

District Council of Mount Barker

Current Product Stock

As at 17 August 2012 the approximate quantities of product stock were:

- PM 2/20QG (20mm A Grade) 3,009 tonnes.
- PM 1/20QM (20mm Crushed Rock Quarry Mix design) 4,984 tonnes.
- Quarry Sand (no spec) 1,683 tonnes.
- 30mm Crusher run (no spec) 9,660 tonnes.

Invitation to Submit Expressions of Interest document dated 22 November 2011

Table 2 Extractive Mineral Leases (EML) Summary

RE: MC 4296, MC 4297 and MC 4298 registered on 13 July 2011.

Advice has recently been received from the Department of Manufacturing, Innovation, Trade, Resources and Energy (DMITRE) that the Extractive Mineral Lease application is non-compliant on technical grounds and has been declared invalid.

In turn DMITRE has advised that the above Mineral Claims have now lapsed.

Council is now reviewing its position in respect of these matters.

Table 3 Mobile and Fixed Assets

Please find below an updated table as at 30 June 2012.

MONARTO QUA	ARRIES AS AT 30/06/12	
Plant &		
Equipment		
Asset number	Description	Written
		Down Value
8500	Ford Ranger Utility	3,054
2273	Power - 1km Connection Incl	4,860
	7 Poles	
2284	Fuel Containment Bunding	5,117
2286	Volvo L150E Loader	167,564
2288	Caterpillar 322B Excavator	18,934
2295	Rehab Bucket	3,897
		203,426
Land	FAIR VALUE	
Asset number		
7779	Monarto Quarries	199,200
		199,200
Buildings	FAIR VALUE	
Asset number		
BU129	Workshop	237,019
BU123	Office/Administration Building	149,023
BU124	Vehicle Shed	76,115
		462,157
		864,783

Items 2.5, 2.6 and 2.9

Please find below updated information for 2011/12.

Item 2.5 Financial performance – Tables 4 8	. 5
Table 4	2011/12
0220. Depreciation	39,975
0250. Employee Costs	105,139
0505. Insurance	2,558
0555. Office Expenses	58,158
0645. Repairs & Maintenance	931,756
0648. Delivery Expenditure	305,167
0649. AHRWMA Expenditure	161,329
0655. Quarry Rehab	6,839
0685. Minor Plant Maintenance	3,628
0740. New Initiatives	1,950
Operating Expenses	1,616,499
0850. Costs Recovered	(182,804)
0910. Interest Received	(15,806)
0945. Delivery Income	(339,631)
0955. Commercial income	(920,342)
0960. Other Income	(30,636)
	(4 400 000)
Operating Revenue	(1,489,220)
Operating Revenue Net Deficit	(1,489,220) 127,279
Net Deficit	127,279
Net Deficit Table 5	127,279 2011/12
Net Deficit	127,279
Net Deficit Table 5 Sales	127,279 2011/12
Net Deficit Table 5 Sales Item 2.6 Production results	127,279 2011/12 920,342
Net Deficit Table 5 Sales Item 2.6 Production results Table 6	127,279 2011/12 920,342 2011/12
Net Deficit Table 5 Sales Item 2.6 Production results Table 6 Product	2011/12 920,342 2011/12 Tonnes
Net Deficit Table 5 Sales Item 2.6 Production results Table 6 Product 30Mm Crusher Run	2011/12 920,342 2011/12 Tonnes 49,412
Net Deficit Table 5 Sales Item 2.6 Production results Table 6 Product 30Mm Crusher Run 20Mm Rubble A Grade	2011/12 920,342 2011/12 Tonnes 49,412 34,781
Net Deficit Table 5 Sales Item 2.6 Production results Table 6 Product 30Mm Crusher Run 20Mm Rubble A Grade 20Mm Crushed Rock	2011/12 920,342 2011/12 Tonnes 49,412 34,781 6,034
Net Deficit Table 5 Sales Item 2.6 Production results Table 6 Product 30Mm Crusher Run 20Mm Rubble A Grade 20Mm Crushed Rock Quarry Sand	2011/12 920,342 2011/12 Tonnes 49,412 34,781 6,034 375
Net Deficit Table 5 Sales Item 2.6 Production results Table 6 Product 30Mm Crusher Run 20Mm Rubble A Grade 20Mm Crushed Rock Quarry Sand 20Mm Rubble B Grade	2011/12 920,342 2011/12 Tonnes 49,412 34,781 6,034 375 2,042
Net Deficit Table 5 Sales Item 2.6 Production results Table 6 Product 30Mm Crusher Run 20Mm Rubble A Grade 20Mm Crushed Rock Quarry Sand 20Mm Rubble B Grade Other	2011/12 920,342 2011/12 Tonnes 49,412 34,781 6,034 375 2,042 11
Net Deficit Table 5 Sales Item 2.6 Production results Table 6 Product 30Mm Crusher Run 20Mm Rubble A Grade 20Mm Crushed Rock Quarry Sand 20Mm Rubble B Grade	2011/12 920,342 2011/12 Tonnes 49,412 34,781 6,034 375 2,042
Net Deficit Table 5 Sales Item 2.6 Production results Table 6 Product 30Mm Crusher Run 20Mm Rubble A Grade 20Mm Crushed Rock Quarry Sand 20Mm Rubble B Grade Other Total tonnes	2011/12 920,342 2011/12 Tonnes 49,412 34,781 6,034 375 2,042 11
Net Deficit Table 5 Sales Item 2.6 Production results Table 6 Product 30Mm Crusher Run 20Mm Rubble A Grade 20Mm Crushed Rock Quarry Sand 20Mm Rubble B Grade Other	2011/12 920,342 2011/12 Tonnes 49,412 34,781 6,034 375 2,042 11

District Council of Mount Barker	Ω Council Agenda 2 October 2012	Attachment 3 to Item 16.1
Comments	The proposal to operate the business is largely indicative without commitment to the commercial basis and other arrangements that would apply. Until negotiations are undertaken and a number of matters clarified, it is difficult to assess the value of this option. Virtually no information on the basis for a possible joint venture. To on the basis for a possible joint venture.	
B.7 Proposals for the joint use of existing on site resources by MQ with AHRWMA i.e. office amenities, weighbridge and access road	Committed to ensuring long term operation of MQ. No mention of the AHRWMA.	
B.6 Proposal for the existing MQ staff	Willing to take on the existing 2 employees subject to interview prior to commencement and provision of relevant work place agreement or award payment structure.	
B.5 Clearly state any pre conditions or other contingent requirements		
B.4 Payments, amounts and timing eg relative to settlement for assets or commencement of operation	Royalty rate per tonne paid to DCMB quarterly in arrears based on either extraction or sales. As an initial guide an indicative rate of \$1 per tonne. At the conclusion of this 5 year period, SWM would seek to purchase MQ to be sought in the initial agreement to manage/operate. Acquire mobile plant and equipment at book value. Stock on hand at an agreed rate (lower of cost or recoverable value). Seek a licence to occupy the land and utilise the on site buildings for a nominal fee of \$36k per annum plus applicable outgoings.	Settlement would occur on transfer of operational control. All balances would be plus GST. Alternatively the operation could be run on an open book basis as a joint venture—basis to be subject to discussion.
B.3 Timing of any arrangements eg if operation for what period and under what essential terms and conditions	Initial period of 5 years subject to negotiation and on terms suitable to both parties.	
B.2 Proposal for the Council owned land being Lot 297	No change to current use.	
B.1 Proposed commercial arrangements eg purchase price and what assets are included/ excluded with clarity as to whether GST has been included or excluded	Assume responsibility for all facets of the facilities sales and marketing function, logistics management and administration, day to day operations including crushing and screening. Transport logistics would be arranged on a client by client basis.	
A. Confirmation as to the nature of the proposal: - Purchase - operate and manage	Agreement to manage/operate Monarto Quarries	
	Southern Waste ResourceCo OPTION 1	

District Council of Mount Barker	The requirement to undertake due diligence is understandable to enable assessment to be made of matters like the cost of the remaining land rehabilitation liability and potentially some soil testing regarding the value of in ground resources. Order post due actual commercial offer post due actual commercial offer post due diligence may well be considerably lower than the indicative as this is based only information".
B.7 Proposals for the joint use of existing on site resources by MQ with AHRWMA i.e. office amenities, weighbridge and access road	Not specified.
B.6 Proposal for the existing MQ staff	Not specified.
B.5 Clearly state any pre conditions or other contingent requirements	Require 90 days to perform due diligence.
B.4 Payments, amounts and timing e.g. relative to settlement for assets or commencement of operation	
B.3 Timing of any arrangements e.g. if operation for what period and under what essential terms and conditions	Purchase MQ outright on a cash free, debt free and working capital (debtors and creditors) free basis. Purchase would encompass 100% of the assets of the MQ business including Lot 297, all mobile and fixed plant and the assignment of all contracts, leases, agreements and licences including all extractive mineral licenses associated with MQ.
B.2 Proposal for the Council owned land being Lot 297	Honour the remaining duration of the current lease in place with an undisclosed private company (expiring 30 April 2014). At the end of the lease period, SWR would seek to re-negotiate the lease and its terms for a further period with the lessee. SWR would expect there to be no change in the usage of Lot 297.
B.1 Proposed commercial arrangements e.g. purchase price and what assets are included/ excluded with clarity as to whether GST has been included or excluded	Indicative value lies in the range of circa \$1.5 million to \$3 million to be refined in due diligence on a cash free, debt free and working capital (debtors and creditors) free basis. This is inclusive of all land, plant and equipment and buildings outlined in the information provided along with assignment of all applicable EML's, contracts, licenses and agreements. Acquisition as an ongoing concern thus GST free.
A. Confirmation as to the nature of the proposal: - Purchase - operate and manage - variations	To Acquire Monarto Quarries
	Southern Waste Resource Co OPTION 2

Monarto Quarries RFP Response Summary

District Council of Mount Barker	Very little information provided. Assume that ARR would require time to undertake due diligence before submitting a firm offer. Could be that ARR has submitting a firm offer. Could be that ARR has submitted a proposal just in case the expected presence of Southern Waste ResourceCo via the Parvey Family does be not eventuate.	As above, very little information submitted.
B.7 Proposals for the joint use of existing on site resources by MQ with AHRWMA i.e. office amenities, weighbridge and access road	Hartley Landfill can continue to be managed and operated by AHRWMA. Prepared to honour current agreement between DCMB and AHRWMA in first instance. ARR to discuss partnership with AHRWMA to explore opportunities with recycling at the landfill particularly in regard to Construction and Demolition waste. The Recycling of C&D materials would not only increase revenue and reduce landfill, but also compliment the crushing activity on site.	
B.6 Proposal for the existing MQ staff	ARR will retain the two current employees on site on a contract basis for 12 months. Contract to be reviewed annually.	
B.5 Clearly state any pre conditions or other contingent requirements		ARR would seek option to purchase the business outright within 2 years subject to mutual agreement.
B.4 Payments, amounts and timing e.g. relative to settlement for assets or commencement of operation	Settlement 30 days.	
B.3 Timing of any arrangements e.g. if operation for what period and under what essential terms and conditions	Not Applicable.	
B.2 Proposal for the Council owned land being Lot 297	Purchase based on fair market rate and negotiation with DCMB. No plans other than its current use.	Purchase Lot 297. No plans other than current use.
B.1 Proposed commercial arrangements e.g. purchase price and what assets are included/ excluded with clarity as to whether GST has been included or excluded	Purchase price based on agreed valuation.	Not specified.
A. Confirmation as to the nature of the proposal: - Purchase - operate and manage - variations	Purchase the whole business including Lot 297, all mobile and fixed plant and assignment of all agreements and licences.	Open to JV with DCMB with ARR to purchase Lot 297
	Adelaide Resource Recovery	Adelaide Resource Recovery



Attachment 4 to Item 16.1

CONFIDENTIAL

August 28rd 2012

Brian Clancey General Manager Infrastructure & Projects PO Box 54 Mt Barker SA 5251





Dear Brian,

Re: Monarto Quarries Request for Proposal (RFP)

Further to our Expression of Interest (EOI) submitted December 22nd 2011, and our Panel interview on March 5th 2012, I am pleased to submit the following RFP for your consideration.

As requested I have not included any information previously submitted on our EOI.

ARR has a proven record of being able to foster and maintain healthy business relationships with partners, neighbours and all stakeholders.

We also have the financial capacity to fund our proposal and strategically grow the business. Financials available if our proposal is of interest.

Yours sincerely,

Matthew Size

Group General Manager

Port Adelaide SA 5015 A.B.N. 30 090 272 638 Phone: +61 8 8244 8156

Fax: +61 8 8268 7077 Web: www.arr.net.au Email: admin@arr.net.au

Confirmation as to the nature of the Proposal

ARR would like to confirm its proposal to purchase the whole MQ business including Lot 297, all mobile and fixed plant at the MQ site and the assignment of all agreements and licences.

ARR has the expertise to operate the quarrying operations however we confirm the Hartley Landfill can continue to be managed and operated by AHRWMA.

As previously discussed ARR is also open to form a Joint Venture (JV) with the District Council of Mount Barker. The JV would relate to the ownership and operation of the MQ business. Under this arrangement ARR would still propose to purchase Lot 297.

The benefit to Council of a JV would be the ongoing secured supply of quarry products of which it is noted that local government is the largest customer.

ARR does not have any plans for Lot 297 other than its current use. Any change to the current use would be discussed with council to ensure best outcome to all Stakeholders.

Proposed commercial arrangements

Purchase price would be based on agreed valuation.

Proposal for the council owned land being Lot 297

Purchase of the 99.6 ha would be based on fair market rate and negotiation with Council.

Timing of any arrangements

Not applicable

Payments, amounts and timing

Settlement 30 days

Pre-conditions

In the event that the JV option is considered, ARR would seek the option to purchase the business outright within 2 years subject to mutual agreement.

Proposal for the existing Monarto Quarries Staff

ARR will retain the two current employees on site on a contract basis for 12 months. Contract to be reviewed annually.

Proposal for the joint use of existing on site resources by Monarto Quarries with the Adelaide Hills Region Waste Management Authority (AHRWMA)

ARR is prepared to honour the current agreement between Council and AHRWMA in the first instance.

ARR would like to discuss a partnership with AHRWMA to explore opportunities with recycling at the landfill particularly in regard to Construction and Demolition waste. The Recycling of C&D materials would not only increase revenue and reduce landfill, but also compliment the crushing activity on site.







Monarto Quarries - RFP Response

Southern Waste ResourceCo Pty Ltd

23rd August 2012



I certify that this is a true copy of the original document, which I have sighted.

CLAIRE PETA MILNE CA 28 AUGUST 2012 Member 1CAA NO. 50413



Contents

SW	/R overview	2
	Options proposed	
	Financial return to the Council	
3.	Future security of the business (under a manage/operate scenario)	5
4.	Maintaining strong relationships with the key stakeholders	5
5.	Proven Ability to Perform	6
6.	Management & Organisational Systems	9
7.	Financial Sustainability	11
8.	Declaration of intentions for Lot 297	11



Request for Proposal (RFP) response regarding Monarto Quarries ("MQ")

Southern Waste ResourceCo Pty Ltd ("SWR") is pleased to submit this response to the Request for Proposal (RFP).

SWR overview

SWR owns and operates a major resource disposal facility at McLaren Vale. The facility encompasses landfill. recycling treatment operations and provides state of the art. environmentally responsible disposal options. The SWR facility provides a complete solution for dealing with waste in South Australia and offers a full range of services including material supply, storage treatment options to aid remediation projects and final disposal for non recyclable waste in its double lined cells.



SWR is a joint venture between the

ResourceCo Group ("ResourceCo"), South Australia's largest recycler of waste materials, and the Lucas Earthmovers Group ("Lucas"), a leading South Australian provider of civil construction, contract mining, quarrying and crushing, civil engineering and waste management services.

ResourceCo summary

The business began operating in South Australia in 1993. From its early days as a contract concrete crushing business, the business quickly established itself at the forefront of resource recovery in both South Australia and nationally.

The business soon recognised the need to expand the recycling services offered, so in 1993 it



established a central facility at Wingfield, north of Adelaide. The business was subsequently incorporated in 1995 as Mobile Reclaimers Pty Ltd.

After trading predominantly as a crushing business for 5 years, the company expanded even further. In 1997 it commissioned the construction of a purpose-built processing facility for commercial and industrial waste recycling - one of the most advanced facilities of its kind, anywhere in the world.

In 2004 the business established the Alternative Fuel Company a joint venture with

Adelaide Brighton Cement. This business took the combustible fraction of the waste stream that previously went to landfill and turned that into a valuable alternative fuel. Adelaide Brighton Cement now accepts approximately 75,000 tonnes of this material annually and thus reduces their reliance on fossil fuels.

With its former joint venture partner, Adelaide Brighton Cement, ResourceCo have invested more than \$20M in this area of the business.

Such has been the success of this SA born waste transformation initiative, ResourceCo has partnered with the environmental solution company SITA, to help it take the benefits interstate - and have recently opened a branch operation in Melbourne.



Lucas summary

Lucas specialises in all facets of civil construction, contract mining, quarrying and crushing, civil engineering and waste management.

Its services include infrastructure, major mining contracts, major road works, tailings dams, fly in / fly out crew transfers, commercial and industrial site works, drill & blast, bulk earth works, plant hire, landfill operations, marine development, site remediation and rehabilitation. Lucas also works extensively with the environmental and waste management industries.

Lucas is respected as a leader in its field, with more than 200 highly qualified, experienced and dedicated personnel and one of the largest plant and equipment fleets in South Australia.



1. Options proposed

SWR proposes two alternative scenarios to the District Council of Mount Barker ("Council") and is amenable to further exploring both options further with the Council.

Option 1: SWR to enter into an agreement to manage/operate MQ

SWR would be happy to enter into an agreement to operate the quarry for an initial period of 5 years. This agreement would be subject to negotiation and will be on terms which are suitable to both parties.

Under this arrangement, SWR would assume responsibility for all facets of the facility's sales and marketing function, logistics management and administration, along with its day-to-day operations including crushing and screening. Transport logistics would be arranged on a client-by-client basis as required.

The basis of the agreement would be a royalty rate per tonne, paid to the Council quarterly in arrears based on either extraction or sales reports. At the conclusion of this 5 year period, SWR would seek to purchase Monarto Quarries, of which an option to do so would be sought in the initial agreement with Council to manage/operate MQ.

Option 2 SWR to acquire MQ

In the event that the Council does not proceed with the management agreement then SWR's preference would be to purchase MQ outright on a cash free, debt free and working capital (debtors and creditors) free basis.

This purchase would encompass 100 percent of the assets of the MQ business including Lot 297, all mobile and fixed plant at the MQ site and the assignment of all contracts leases, agreements and licenses, including all extractive mineral licenses ("EMLs") associated with MQ.



Summary of proposed MQ operations under both options

Under both options presented, the day-to-day operations of the business will be managed by SWR. MQ will be overseen by SWR's Board of Directors, of which Simon Brown (ResourceCo Managing Director) and Ben Lucas (Lucas Earthmovers CEO) are Executive Directors of Marketing and Operations respectively.

Operations

Quarrying operations and processes will be performed and managed by SWR and as a result the services of NBS Excavators Pty Ltd, currently engaged to perform these services at MQ, will no longer be required.

Plant and staff would be sourced for the business as required to quarry and produce the requisite product required to meet council and external customer demand.

SWR will provide its best practice IT and financial systems following an initial transition period upon completion of a transaction.

SWR would further seek to capitalise on the opportunity to accept bio-solids which is currently being explored by the Council and our expertise in resource management will allow us to capitalise on the rehabilitation potential of this opportunity.

Marketing

Simon Brown will oversee the sales and marketing activities of MQ. SWR will utilise ResourceCo's existing sales and marketing team of 8 to increase sales from MQ. ResourceCo will leverage its brand and sales and marketing function to bring additional customers and thus sales of product to MQ. This site would represent a valuable add on for Resourceco's existing customer base by allowing them to access materials in the Adelaide Hills region in addition to their current north/south metropolitan footprint.

Site management

Under both scenarios, SWR will implement the existing SWR site management plan which incorporates:

- Rigorous environmental management plan
- A review of site access requirements
- SWR inspection protocols
- SWR quality and safety systems
- Integration with SWR site management and audit program



2. Financial return to the Council

SWR proposes two alternative scenarios to the Council, each with differing financial returns:

Option 1: Operation of MQ

Under an agreement with the Council to operate MQ, SWR proposes that it would pay the council a royalty fee based on tonnes extracted (or sold) from the site. As an initial guide we feel that an indicative rate of \$1 per tonne would be appropriate.

Under such an arrangement we would look to acquire the mobile plant and equipment from the council at book value and would further be willing to acquire the stock on hand at an agreed rate (lower of cost or recoverable value).

In addition for the period of this arrangement SWR would seek a licence to occupy the land and utilise the on site buildings. To cover this arrangement we would propose a nominal fee of \$36k per annum plus applicable outgoings.

Under this scenario we would be willing to take on the existing (2) employees subject to interview prior to commencement and provision of relevant work place agreement or award payment structure.

Settlement for these purchases would occur on transfer of operational control and all balances would be plus GST.

As an alternative the operation could be run on an open book basis as a joint venture. We would welcome the option to discuss this further with the Council.

Option 2: Acquisition of MQ

Based upon the preliminary information (both financial and other) which we have been provided with, we believe that MQ's indicative value lies in the range of circa \$1.5M to \$3.0M, to be refined in due diligence (DD) on a cash free, debt free and working capital (debtors and creditors) free basis. This is inclusive of all land, plant and equipment and buildings outlined in the information provided, along with the assignment of all applicable EMLs, contracts, licenses and agreements. This would represent the acquisition of a going concern and thus be GST free.

We would require 90 days to perform DD.

The acquisition would be funded from SWR's available cash resources.

Future security of the business (under a manage/operate scenario)

SWR is committed to ensuring the long-term operation of MQ and the continued supply of products from the quarry to its customers. SWR is financially secure and stable and offers a secure future for MQ's customers and stakeholders.

SWR's joint venture partners, ResourceCo and Lucas are long established operators in the South Australian market, having been in operation for approximately 20 and 40 years respectively, while SWR's facility was first opened in 1993. Both joint venture partners have significant financial capability.

As a result of this longevity and the financial strength underpinning the business, SWR is committed to the long term, sustainable and profitable operation of MQ. SWR is committed to continue to supply key customers of MQ including the Council and other local government and private customers, along with being committed to upholding the highest OH&S, environmental and community standards.

4. Maintaining strong relationships with the key stakeholders

SWR and its joint venture partners, Lucas and ResourceCo have a long history of establishing and maintaining strong relationships with key stakeholders. SWR and its joint venture partners have built and maintained strong relationships with regulatory bodies, local government, communities, customers, joint venture partners and other key stakeholders.



Should SWR acquire or be appointed to manage/operate MQ, it will seek to develop a strong relationship with the Council and the local community, along with other key stakeholders including the landowner. SWR will leverage its strong existing relationships with key regulatory bodies and industry contacts to ensure the successful ongoing operation of MQ.

ResourceCo has established and operated numerous joint ventures with major joint venture partners including SITA, Adelaide Brighton Cement and Readymix and as a result has significant experience and capability in managing the needs of commercial stakeholders. These joint ventures include SITA ResourceCo, SITA ResourceCo Alternative Fuels, the Alternative Fuel Company (Adelaide Brighton Cement) and ResourceCo Asia (Readymix).

Lucas regularly works successfully in partnership with medium to large businesses, government bodies, developers and individuals on long and short-term projects.

5. Proven Ability to Perform

Capability

SWR owns and operates a major resource disposal facility at McLaren Vale. The facility encompasses landfill, recycling and treatment operations and provides state of the art, environmentally responsible disposal options.

SWR's focus is on resource management, recycling and landfill operations, however it has significant expertise in operating heavy machinery, implementing quality, safety and environmental management systems and managing resource operations. SWR is adept at servicing the needs of major projects and was recently contracted to provide waste disposal services to the major Royal Adelaide Hospital project.

SWR joint venture partner, Lucas, has significant experience in contract mining operations and has sufficient experience and technical capability to successfully enable SWR to operate MQ. Further, joint venture partner ResourceCo initially traded predominantly as a crushing business for 5 years, until expanding and broadening its service and product and service offering. The combined expertise in extracting, crushing, marketing and distributing resources and minerals ideally positions SWR to deliver a full service technical, operational, management and marketing capability in the operation of SWR.

Relevant mining and quarrying experience

SWR joint venture partner Lucas are the preferred choice of many leading mining companies due to its reliable, on deadline service delivery and its excellent safety and environmental record. Pivotal to SWR's ability to deliver a successful MQ operation is the experienced team of project managers, engineers, supervisors, surveyors, shot-firers, operators and drillers who are available, together with the available maintenance facilities of joint venture partners headed by experienced managers supported by well-trained diesel fitters, boilermakers and trades assistants.





The company, through its expertise and that of its joint venture partners, is capable of undertaking overburden stripping, drill & blast, load and haul of ROM materials, crushing and concentrate or bulk commodity haulage.



SWR has significant capability in sales and marketing, enabling it to distribute MQ's products and engage with new and existing customers. SWR joint venture partner ResourceCo manufactures and distributes 600-800k tonnes of recycled pavement materials and as such has the appropriate expertise and experience to distribute and market MQ's products.

Relevant projects:

• Onesteel Whyalla - Iron Chieftan

Lucas constructed the ROM Pad at the Onesteel Whyalla Iron Chieftain site. The project involved cut and fill of 365,000m³ to construct the new 600x300m Ore Stockpile location. The ROM pad works also included the construction of safety bunds, topsoil rehabilitation to the ROM face and sheeting the Pad with 300mm of low grade ore.

• Exco Resources Poly Metals - White Dam

The White Dam Gold Project is located in South Australia approximately 80km west of Broken Hill. The project has been developed as an unincorporated joint venture between Exco & Polymetals.Lucas Earthmovers are contracted for services including topsoil stripping, drill and blast, waste and ore removal and processing, mine infrastructure and civil works

Iluka Jacinth - Ambrosia Mine

One of the world's largest mineral sands mines 270km west of Ceduna. Services included 95kms roadworks, mining, permanent village, airstrip, bulk earthworks, civil works including concrete and underground services for the entire process facility. Extensive test pit trials near Ceduna to establish the best mining and processing methodologies.

Oz Minerals - Prominent Hill

Topsoil stripping, airstrip, bulk earthworks, 140km of mine site access and concentrate haul roads, tailings storage facility and process plant civil works for the copper-gold mine, 650 km north-west of Adelaide.

• Termite Resources - Cairn Hill

Magnetite project near Coober Pedy. Services included overburden stripping, drill and blast, load and haul, crushing of iron ore and construction of an underpass on Stuart Highway.

Holcim

Load and haul, overburden stripping, plant hire and crushing.

• Onesteel - Ardrossan Dolomite Mine

Contract equipment supplier for load and haul, overburden removal, shiploading, rehabilitation works, blast hole drilling, crushing, labour and plant hire services.



• Penrice - Angaston

Lucas has a long lasting relationship with Penrice Mining Operation located at Angaston in the Barossa Valley.

Historically Lucas has provided load and haul services to Penrice in the form of two 120 tonne excavators and ten 60 tonne rigid dump trucks including ancillary equipment of grader, dozer and water trucks. This equipment was contracted for campaign overburden removal of a target 50,000 tonne per week from the mine to management/construction of waste dumps. Due to the location of the mine Lucas had to take into account sensitive environmental issues in relation to the above works.

Lucas have provided mobile crushing plants in the form of Metso LT1213S impactors and screens producing a variety of products from rail ballast to construction materials and aggregates.

In addition Lucas supplies plant on an hourly hire basis to support Penrice's existing fleet of equipment including loaders, excavators, dozers, haul trucks and crushing/screening equipment.

Technical capability

SWD and its joint venture partners have the expertise, personnel and heavy equipment to cover all service areas required by the MQ operation including:

- Contract mining
- Bulk earthworks
- Overburden and topsoil stripping
- Drilling and blasting
- · Loading and hauling ROM materials
- Crushing and processing
- Construction and reclaiming of stockpiles
- Bulk haulage and logistics management
- Tailings dam construction
- Mine and quarry development and maintenance
- Rehabilitation and re-vegetation
- Mine infrastructure
- Construction, upgrading and maintenance of haul roads and mine access roads
- Soil disposal and re-use solutions
- Manufacture and distribution of Recycled pavement materials
- Manufacture of Alternative fuels

The combined technical and operational capabilities of SWR, Lucas and ResourceCo will enable successful and efficient operation of MQ.

Reference contacts available on request but will include:

McMahon Services

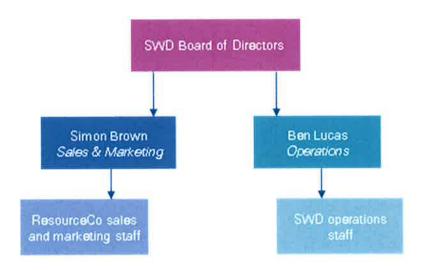
Adelaide Brighton Cement

SITA Australia



6. Management & Organisational Systems

SWR organisational structure



OH&S management and systems

In an effort to continually improve our operations, SWR acknowledges the importance of creating a positive environment that is safe for employees, contractors and customers alike.

At SWR we hold the health and safety of our staff in the highest regard and believe that all workplace injuries are preventable. By employing a pro-active approach towards hazard management, our company has successfully reduced the number of Lost Time Injuries over the last four years. We continue to look at new and innovative ways to help reduce the risk of workplace incidents as we work towards our goal of 0 Lost Time Injuries. Our actions are guided by the SWR Occupational Health & Safety Policy.

SWR aims to provide our clients with the best available service and product in a manner that is safe and has a minimal impact on the environment.

Hazard Management

Our business activities often include potentially hazardous tasks, including; the operation of plant machinery, conveyers, working at heights, moving vehicles and exposure to loud noise. As a team, SWR approaches issues created by these conditions with a view to continuous improvement.

Site management

SWR will implement the existing SWR site management plan which incorporates a rigorous dust management plan, a review of site access requirements, SWR inspection protocols, SWR quality and safety systems and integration with SWR site management and audit program.

Plant Guarding

SWR's plant guarding meets with the Australian Standard and has ensured that all nip points, moving parts, tail and head drums are inaccessible without using the appropriate tools to remove guarding.



People

The people of SWR are the secret of our success. Therefore we strive to ensure that each and every SWR employee returns home injury free. To achieve this, SWR:

- · Conforms to all relevant legislation and any other requirements
- Ensures that all of its establishments have appropriate policies, procedures and facilities so that such standards can be achieved
- Implements effective health and safety management and reporting systems
- Applies the principles of continuous improvement to health and safety performance through measurable objectives and targets aimed at the elimination of work related injury and illness
- Promotes health and safety awareness and responsibility among all employees, suppliers and customers
- Recognises the required commitment to the communication and consultation approach with all employees
- Co-operates with all relevant health and safety agencies
- Conducts regular reviews of conformance to requirements and achievement of objectives at board level

Communication with our staff through day-to-day conversation, toolbox and safety committee meetings is crucial in addressing staff safety concerns and facilitating a safety culture.

Environmental management and systems

The core business of ResourceCo is to excel in resource recovery and commercial performance by using state of the art equipment and innovative technology to transform waste into useable products. We are committed to focussing our energies in the environmental sectors that encompasses renewable energy, alternative fuels and the emerging carbon markets.

SWR is one of metropolitan Adelaide's largest landfill operations and compliments the resource recovery portfolio of ResourceCo by providing an end of life solution for material that cannot be recycled as well as an disposal outlet for demolition material such as Asbsestos for ResourceCo's substantial customer base.

SWR seeks to protect and, where possible, enhance the unique natural environments in which we operate, whilst conserving and re using natural resources.

SWR is committed to:

- Complying at all times with relevant Federal and State environmental laws, and other legislation and requirements:
- Adopting responsible environmental protection practises
- Conduct all activities in an environmentally responsible and competent manner

To achieve these goals SWR:

- Has established and periodically reviewed environmental management plans, with the aim of continually improving our environmental performance.
- Consulted with local community in response to any concerns about our operations.
- Build and develop alliances with government policy makers and industry, in an effort to advance clear environmental objectives for the benefit of SWR and the wider community.
- Develop a sense of environmental responsibility for all employees at all times in the performance of their duties.

Good stewardship of the environment and the adherence of this policy and its collective environmental objectives is the responsibility of every employee and subcontractor of the SWR.



7. Financial Sustainability

SWR Financial Strength

The two groups ResourceCo and Lucas have projected revenues circa \$300m FY2012 and the financial strength to support such an acquisition.

Additional financial information will be made available if we move forward in the process.

8. Declaration of intentions for Lot 297

SWR, were it to acquire MQ, would seek to honour the remaining duration of the current lease in place with and undisclosed private company (expiring on 30 April 2014). At the end of this lease period, SWR would seek to re-negotiate the lease and its terms for a further period with the lessee. SWR would expect there to be no change in the usage of Lot 297.

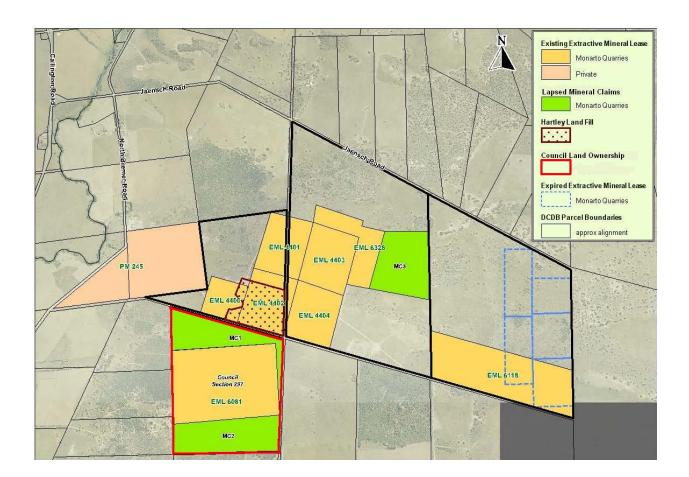
Attachment 6 to Item 16.1

Monarto Quarries Locality and Site Plan

CONFIDENTIAL

Note: MC1 is Registered Claim No.MC4296, MC2 is Registered Claim No.MC4298, MC3 is Registered Claim No.MC4297.

These mineral claims have recently lapsed following advice from the Department of Manufacturing, Innovation, Trade, Resources and Energy (DMITRE) that the Extractive Mineral Lease application is non-compliant on technical grounds and has been declared invalid. In turn DMITRE has advised that the above Mineral Claims have now lapsed.



28 CONFIDENTIAL REPORTS

28.1 REPORT TITLE: CONFIDENTIAL ITEM: MONARTO

QUARRIES REQUEST FOR PROPOSAL

DATE OF MEETING: 2 OCTOBER 2012

FILE NUMBER: 12/010118

Moved Councillor Irvine that Council

Section 90 (3) (d) Order

Pursuant to Section 90(3)(d)

 Pursuant to Section 90(2) of the Local Government Act 1999 the Council orders that all members of the public except the Chief Executive Officer, the General Manager, Council Services, the General Manager, Corporate Services and the Minutes Secretary be excluded from attendance at the meeting for Agenda Item Monarto Quarries Request for Proposal.

The Council is satisfied that pursuant to Section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected:

To prejudice the commercial position of the persons who have supplied the information given that the details contained in the two proposals received will be provided and discussed.

In addition, the disclosure of this information would, on balance, be contrary to the public interest. The public interest in public access to the meeting has been balanced against the public interest in the continued non-disclosure of the information. The benefit to the public at large resulting from withholding the information outweighs the benefit to it of disclosure of the information. The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the disclosure of this information may result in a competitor receiving the information to the detriment of the parties who have submitted proposals.

Seconded Councillor Bailey and CARRIED

28.2 Moved Councillor Hamilton that Council:

- 1. determine that the preferred outcome is for the sale of the Monarto Quarries business, including the Council owned land being section 297;
- authorise the General Manager, Corporate Services to enter into negotiations with both Adelaide Resource Recovery and Southern Waste ResourceCo with the objective of getting the best possible offer for Monarto Quarries;



- 3. requires a further report by no later than end February 2013 in respect of negotiations with both Adelaide Resource Recovery and Southern Waste ResourceCo Pty Ltd; and
- 4. authorise the General Manager, Corporate Services to brief the remaining two Monarto Quarries staff in respect of the proposed process and timing.

Section 91(7) Order

Pursuant to Section 91(7)

5. That having considered Agenda Item Monarto Quarries Request for Proposal in confidence under 90(2) and 3(d) of the Local Government Act 1999, the Council pursuant to Section 91(7) of the Act orders that the Council report, attachment and all minutes be retained in confidence until the Request for Proposal process is completed.

Seconded Councillor Irvine

9.17pm Councillor Hamilton rose and left the Chamber

9.20pm Councillor Hamilton entered the Chamber and took her chair

The MOTION was PUT and CARRIED

MEETING DECLARED CLOSED AT 9.35PM

MAYOR

DATE

