

**ADELAIDE HILLS COUNCIL  
ORDINARY COUNCIL MEETING  
Tuesday 13 May 2025  
CONFIDENTIAL AGENDA BUSINESS ITEM**

**Item:** 19.2

**Responsible Officer:** Zoë Gill  
Executive Governance Officer  
Office of the CEO

**Subject:** Adelaide Hills Region Waste Management Authority  
Independent Chair Appointment

**For:** Decision

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**1. Adelaide Hills Region Waste Management Authority Independent Chair Appointment – Exclusion of the Public**

Pursuant to section 90(2) of the *Local Government Act 1999* the Council orders that all members of the public, except:

- Chief Executive Officer, Greg Georgopoulos
- Director Corporate Services, Gary Lewis
- Director Community & Development, Jess Charlton
- Executive Governance Officer, Zoe Gill
- Minute Secretary, Skye Ludzay
- IT Support, Tom Portas

be excluded from attendance at the meeting for Agenda Item 19.2: (Adelaide Hills Region Waste Management Authority Independent Chair Appointment) in confidence.

The Council is satisfied that it is necessary that the public, with the exception of Council staff in attendance as specified above, be excluded to enable Council to consider the report at the meeting on the following grounds:

Section 90(3)(a) of the *Local Government Act 1999*, the information to be received, discussed or considered in relation to this Agenda Item is:

Information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead);

Accordingly, on this basis the principle that meetings of the Council should be conducted in a place open to the public has been outweighed by the need to keep the information and discussion confidential.

**2. Adelaide Hills Region Waste Management Authority Independent Chair Appointment – Confidential Item**

**SUMMARY**

The Adelaide Hills Region Waste Management Authority (AHRWMA) is required to have an Independent Chair in accordance with the Charter.

Following advice received from the current Independent Chair, Mr Adrian Skull that they did not intend to seek to renew their appointment at the conclusion of their current appointment term, AHRWMA agreed to undertake a recruitment process and formed an Independent Chair Recruitment Panel.

The purpose of this report is to provide elected members with the relevant information to make an informed decision about endorsing the recruitment panels preferred candidate.

**RECOMMENDATION**

**Council resolves:**

- 1. That the Adelaide Hills Region Waste Management Authority Independent Chair Appointment report be received and noted.**
- 2. That Council endorses Mr Paul Sandercock being appointed as the next Independent Chair of the Adelaide Hills Region Waste Management Authority (AHRWMA) for a term of three (3) years, as per clause 3.4.2 of the AHRWMA Charter.**
- 3. That the CEO advises the AHRWMA of Councils resolution prior to 20 May 2025.**

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**1. BACKGROUND**

Council endorsed the appointment of Mr Adrian Skull as the AHRWMA Independent Chair on 26 April 2022.

**18.2.1 Appointment of the Adelaide Hills Regional Waste Management Authority (AHRWMA) Chair  
– Confidential item**

Moved Cr Chris Grant  
S/- Cr Ian Bailey

109/22

Council resolves:

1. That the report be received and noted
2. That Council endorses Mr Adrian Skull being appointed as Independent Chair of the Adelaide Hills Regional Waste Management Authority for a 3 year term to commence upon the date of gazettal of the revised Charter.
3. That the AHRWMA be informed of Council's decision.

Carried Unanimously
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Mr Adrian Skull's current term expires on 16 June 2025. He has advised the Authority that he will not seek reappointment and a replacement has been sought.

The AHRWMA formed an Independent Chair Recruitment Panel, and the Panel have undertaken a detailed and methodical recruitment process. This process is outlined in the attached confidential Selection Report.

## **2. ANALYSIS**

### **➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment**

*Strategic Plan 2024 – Your Place, Your Space*

Goal 4 Organisation

Objective 02 Operate with integrity using best practice governance processes.

Priority 02.01 Demonstrate accountable and transparent decision making.

### **➤ Legal Implications**

Section 43 of the *Local Government Act 1999* (the "Act") sets out the processes for the establishment of regional subsidiaries. Regional subsidiaries can be established to provide a specific service or services to carry out a specified activity or to perform a function of the councils. To establish a s43 regional subsidiary a resolution from each constituent council is required, a charter and other mandated arrangements agreed, and Ministerial approval granted.

Under the AHRWMA Charter, an independent chair must be appointed by an absolute majority of the constituent councils of the authority.

➤ **Risk Management Implications**

The Council's consideration of the independent chairperson of the AHRWMA will assist in mitigating the risk of:

*Poor governance practices occur which lead to a loss of stakeholder (i.e. customer and regulator) confidence and/or legislative breaches.*

Inherent Risk	Residual Risk	Target Risk
Extreme (5C)	Low (3E)	Low (3E)

Note that there are many other controls that assist in mitigating this risk.

➤ **Financial and Resource Implications**

Not applicable.

➤ **Customer Service and Community/Cultural Implications**

There are no direct end-user customer service implications regarding the appointment of AHRWMA chair acknowledging however that Council itself is a customer of AHRWMA.

➤ **Sustainability Implications**

Not directly applicable.

➤ **Engagement/Consultation conducted in the development of the report**

Consultation on the development of this report was as follows:

*Council Committees:* Not Applicable

*Council Workshops:* Not Applicable

*Advisory Groups:* Not Applicable

*External Agencies:* AHRWMA

*Community:* Not Applicable

➤ **Additional Analysis**

A total of 43 applications were received with a strong mix of local, national and international candidates. The Panel deliberated extensively on 27 March to select five (5) candidates to progress through to interviews. Of the four candidates interviewed (one withdrew on the morning of the interviews), the Panel were of the view that all candidates were worthy and could satisfactorily undertake the role.

The proposed candidate, Mr Paul Sandercock was unanimously recommended by the Panel.

Mr Sandercock is an innovative and strategic thinker with significant executive experience grounded in a broad range of sectors. Through various roles, Mr Sandercock has repeatedly driven significant growth and strategic development to improve the financial performance and industry standing of the organisations he has worked for.

Overall, the panel believes that Mr Sandercock's broad board experience (including chairing), coupled with the ability to leverage his commercial acumen and innovative thinking, creates a strong and beneficial value-add that is superior to other applicants.

### **3. OPTIONS**

Council has the following options:

- I. To appoint Mr Paul Sandercock as the AHRMWA Independent Chair for a term of three years. (Recommended)
- II. Not to appoint Mr Paul Sandercock as the AHRMWA Independent Chair. (Not Recommended, as the Panel have undertaken a thorough process and this would delay the process and would mean a new Chair may not be appointed prior to the end of Mr Adrian Skulls term)

### **4. APPENDICES**

- (1) Selection Report
- (2) Candidate Resume

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# Appendix 1

*Selection Report*

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## 1 BACKGROUND

The current (and inaugural) Independent Chair, Mr. Adrian Skull, gave notice in early January 2025 of his intention not to nominate for reappointment when his term expires on 16 June 2025.

The Authority's Charter outlines the process for appointing the Independent Chair:

*3.3.1.2. One (1) person appointed jointly by Absolute Majority of the Constituent Councils, with relevant professional expertise, who is not a member or officer of a Constituent Council to be the Chairperson of the Board.*

*3.3.1.3. The Chairperson of the Board shall be selected through a process determined by a panel comprising the Chief Executive Officers of the Constituent Councils.*

The Chief Executive Officers of the Constituent Councils met on 24 February 2025 and agreed:

- 1. The Position Description (refer Attachment 1) is accepted.*
- 2. The Independent Chair Recruitment Panel (ICRP) will consist of Andrew Stuart (CEO Mount Barker District Council), Adrian Skull (retiring Chair) and Rob Gregory (Chief Executive Officer).*
- 3. The ICRP will determine the proposed approach (e.g. deciding if a Recruitment Agency is necessary, advertising spread etc) at its first meeting.*
- 4. The ICRP will ultimately determine the remuneration offered to the successful candidate(s).*

## 2 RECRUITMENT PROCESS

Advertising for the role commenced on Saturday 8 March with adverts placed on Seek, Australian Institute of Company Directors (AICD), LinkedIn and through the Waste Management Association Australia. Social media channels of the Authority and Member Councils were also used.

At the close of advertising, 21 March, a total of 43 applications were received with a strong mix of local, national and international candidates. ICRP deliberated extensively on 27 March to select five (5) candidates to progress through to interviews. It is worth noting there were several very skilled candidates that did not advance at this stage, given the high calibre of top end talent vying for the position.

Interviews were held in person at Mount Barker on 10 March 2025.

Of the four candidates interviewed (one withdrew on the morning of the interviews), the ICRP, were of the view that all candidates were worthy and could satisfactorily undertake the role. This situation reinforces the high calibre of top-end talent that applied for the role.

After much consideration, the ICRP have unanimously recommended **Mr Paul Sandercock** to serve as the next Independent Chair of the Adelaide Hills Region Waste Management Authority for a term of three (3) years, as per clause 3.4.2 of the Charter.

Mr Sandercock is an innovative and strategic thinker with significant executive experience grounded in a broad range of sectors. Through various roles, Paul has repeatedly driven significant growth and strategic development to improve the financial performance and industry standing of the organisations he has worked for. With the Authority's 2034 Strategic Plan having bold and ambitious targets, the ICRP were impressed by the commercial thinking Mr Sandercock will bring to the role. This was superior to other interviewees.

With respect to Board roles, Mr Sandercock has previously completed Australian Institute of Company Directors (AICD) qualifications and served on several noteworthy Boards, including Green Industries SA (GISA) for two terms (six years in total). During this time Mr Sandercock developed a deep understanding of waste, the circular economy and the important role state and local government play in activating and advancing pertinent activities. He has also served on the South Australian Premier's Science and Industry Council and the Southern Adelaide Economic Development Board (SAEDB), providing valuable local government exposure. Recently, he completed a six-year stint as Chairman of Milford Industries Pty Ltd. The ICRP viewed Mr Sandercock's broad board experience as a standout, aligning strongly with the future vision of the Authority. Mr Sandercock's resume is attached (confidentially, Refer Attachment 1), which expands further on his executive career.

# INDEPENDENT CHAIR RECRUITMENT PANEL

## SELECTION REPORT | APRIL 2025

Through the interview process, Mr Sandercock impressed the panel with the high level, innovative mindset that he applied, whilst linking back to and acknowledging the current activities and future direction of the Authority. Mr Sandercock recognised the value of relationships in driving progress, particularly the importance of brining Member Councils along for the journey and ensuring their thinking and vision aligns with the Authority. Along with his strong and enthusiastic personality, which will be vital in the advocacy work required, he has experience in coaching and mentoring executive staff, which is seen to be of value to the new CEO and senior staff.

Overall, the panel believes that Mr Sandercock's broad board experience (including chairing), coupled with the ability to leverage his commercial acumen and innovative thinking, creates a strong and beneficial value-add that is superior to other applicants.

Two referee checks were undertaken, both of which reaffirmed Mr Sandercock's suitability for the role, noting his strong entrepreneurial background, forthright, but considered nature and his ability to operationalise strategic planning.

#### 4 RECOMMENDATION

1. The ICRP have unanimously recommended **Mr Paul Sandercock** to serve as the next Independent Chair of the Adelaide Hills Region Waste Management Authority for a term of three (3) years, as per clause 3.4.2 of the Charter.
2. It is proposed to offer Mr Sandercock a starting stipend of \$20,000/annum, consistent with the offering to the current Chair.

#### 5 SIGNED

The above report is a true and accurate reflection of the process and outcome derived by the Independent Chairs Recruitment Panel.

PANEL MEMBER	SIGNATURE	DATE
ANDREW STUART	<i>Andrew Stuart</i>	22 April 2025
ADRIAN SKULL	<i>Adrain Skull</i>	17 April 2025
ROB GREGORY	<i>Rob Gregory</i>	17 April 2025



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## **Appendix 2**

*Candidate Resume*

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**3. Adelaide Hills Region Waste Management Authority Independent Chair Appointment – Duration of Confidentiality**

Subject to the CEO, or his delegate, disclosing information or any document (in whole or in part) for the purpose of implementing Council's decision(s) in this matter in the performance of the duties and responsibilities of office, Council, having considered Agenda Item 19.2 in confidence under sections 90(2) and 90(3)(a) of the *Local Government Act 1999*, resolves that an order be made under the provisions of sections 91(7) and (9) of the *Local Government Act 1999* to retain the Items in confidence as detailed in the Duration of Confidentiality Table below:

Item	Duration of Confidentiality NB: Item to be reviewed every 12 months if not released
Report	Until Further Order
Related Attachments	Until Further Order
Minutes	Until Further Order
Other (presentation, documents, or similar)	Until Further Order

Pursuant to section 91(9)(c) of the *Local Government Act 1999*, the Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.