



THE A-ACAP PROJECT

Australian Alternative Covers Assessment Program

ORGANISATIONAL STRUCTURE & ROLES

AUSTRALIAN ALTERNATIVE COVERS ASSESSMENT PROGRAM (A-ACAP)

Organisational Structure & Roles

1. Introduction

The basic elements of A-ACAP's structure were decided at the November 2003 meeting of landfill operators, regulators and researchers that launched the project. The WMAA and PhytoLink Australia organised this meeting because of the positive stakeholder response to the earlier WMAA/PhytoLink phytotechnology experts' seminar tour. In particular, a number of participants had expressed strong interest in evaluating phytocap performance under Australian conditions through a project that would take the approach and findings of the US Alternative Covers Assessment Project as its starting point.

The A-ACAP Steering Committee subsequently developed A-ACAP's structure further and, following the success of the ARC grant application, the WMAA and the University of Melbourne further refined it during the negotiation of their March 2006 'Linkage Agreement'.

A-ACAP is a large and complex project. For example:

- it has a budget of \$4 million and extends across 5 States and over 5 years;
- it comprises: research; practical guidance on phytocapping; and a program to engage sponsors/stakeholders and to communicate A-ACAP's outputs to them;
- it is based on sites in 5 regions with very different physical characteristics, industry structures and regulatory jurisdictions;
- the research program addresses three distinct themes: hydraulic control; gas oxidation; and plant/soil interactions;
- it will produce three types of outputs: fundamental research; practical guidance; and publications on the findings on phytocover performance
- the research team comprises 3 doctoral students, 7 university-based 'Chief Investigators' and 1 CSIRO-based and 8 industry-based 'Partner Investigators';
- 4 international experts provide advice on both research issues and effective communication to stakeholders; and
- the research team reports to the ARC as well as to the Steering Committee.

The Steering Committee has designed A-ACAP's structure to manage and take advantage of this scale and complexity – to maintain the project's focus, progress, cost-effectiveness and cohesion while maximising the benefits deriving from its team's talents, its scope and its decentralisation.

2. The Structure

A-ACAP's structure is depicted in the accompanying organisational chart. The roles and responsibilities of the different bodies are described below.

2.1 The Committee Structure

2.1.1 The Project Risk Management Committee

This Committee is constituted under the 'Linkage Agreement' between The University of Melbourne (UoM) and the WMAA. The committee is responsible for managing the project's risks and opportunities and for resolving any issues on which the Steering Committee cannot reach consensus. It is not involved in the day-to-day management of the Project, which is the responsibility of the Steering Committee and the Research Team. The membership is the CEO of the WMAA or her nominated representative, the Research Team Leader (University of Melbourne) and a nominated representative of the site owners and of the other participating universities. The current members are Mr Max Spedding (WMAA), Dr Sam Yuen (University of Melbourne), Mr Michael O'Keefe (SITA/site owners) and Dr Mark Jaksa (University of Adelaide/'other universities').

2.1.2 The Steering Committee

The Steering Committee developed A-ACAP's objectives, principles, budget and structure and oversees the project's work program and budget on behalf of the WMAA. The Chair is Mr Mal Jones (Queensland). The Steering Committee membership comprises: the nominated representative of the WMAA's CEO; the Chair of the WMAA National Landfill Division; one representative of each of the Regional Committees formed in each of the 5 participating States; the Research Team Leader; the Research Manager; and the Program Managers. The Steering Committee periodically seeks the advice of the WMAA-funded International Advisors. The membership of the Steering Committee is provided in the Attachment.

2.1.3. The A-ACAP Regional Committees

A-ACAP's success depends on the active involvement and commitment of the stakeholders at each test site. The Regional Committee system was created to achieve this outcome. The committees are responsible for decision-making at the test site/regional level, though within the national framework developed by the A-ACAP Steering Committee. Each Regional Committee comprises representatives of the site owner and the other regional sponsoring organisations, the State environmental regulator, the Partner Investigators from that state and the Research Manager. Researchers who are undertaking the research program at each test site are also invited to attend the Regional Committee's meetings. The Regional Committees report to the Steering Committee and each Chair of each Regional Committee also acts as the committee's representative on the Steering Committee. The Chairs and members of the 5 Regional Committees are provided in the Attachment. The Program Managers periodically attend Regional Committee meetings and are available as resources to the committees.

2.1.4 The Regulatory Committee

The Regulatory Committee advises the Steering Committee on the relevant environmental regulatory contexts of the program, engages the 5 State regulators in the research program at the respective sites and communicates information about the program and its findings to the regulatory community. Mr Anthony Dixon, NSW EPA, is the current Acting Chair following Mr. David Wenig's recent resignation from the Vic EPA to join Maunsell in Melbourne. The Regulatory Committee's members are listed in the Attachment.

2.1.5 The Research Team

The Research Team comprises: the Research Team Leader; the university-based 'Chief Investigators'; industry-based 'Partner Investigators'; the Research Manager; and the 3 PhD students who were appointed under the program and who have primary responsibility for conducting the research. The membership of the Research Team is provided in the Attachment. The International Advisors also provide advice to the Research Team. The Research Team has primary responsibility for designing and conducting a research program that will address A-ACAP's objectives (as set out in the A-ACAP grant application to the ARC) and the ARC's requirements, including making innovative contributions to international research. It meets annually and can meet more regularly using teleconferencing facilities. The Chief Investigators meet regularly (via teleconferencing) as a separate group to review and plan technical aspects of the implementation of the research program.

The regional researchers in each of the 5 States that is hosting a test site work with their respective Regional Committees to design and conduct research programs that are consistent with and contribute to the objectives and program of the national AACAP program, while also addressing any specific issues that are priorities for their Regional Committees.

The membership of the research team represents each of the key relevant areas, including plant science, engineering, hydrology, gas oxidation and soil science.

2.2 Key roles

2.2.1 WMAA Risk Manager

The WMAA Risk Manager is the WMAA CEO or her nominee. The Risk Manager sits on the Program Risk Management Committee and the Steering Committee. Mr Max Spedding currently holds the position.

2.2.2 Research Team Leader

The Research Team Leader (Dr Samuel Yuen, Department of Civil and Environmental Engineering, University of Melbourne) is responsible to the Steering Committee and the Australian Research Council for the design and conduct of the research program and the functioning of the research team. He is a member of the Project Risk Management Committee and the Steering Committee. The Research Manager assists him in managing the research program and the Program Managers provide additional support on relevant issues such as the integration of the research program with the sponsors/stakeholder engagement and communication program.

2.2.3 Program Managers

The Program Managers (Mr Richard Yeates and Dr Roger Stuart of PhytoLink Australia) are contracted by the WMAA and report to its CEO (or nominee). They support the CEO's involvement in A-ACAP, including on the Risk Management Committee, are part of the Steering Committee and manage the implementation of the Steering Committee's decisions. They work closely with the Research Team Leader and Research Manager to help ensure that industry priorities are addressed effectively in the research program. Specific responsibilities include:

- reporting to the Steering Committee and the WMAA on the progress and performance of the research program against its objectives, milestones and budget;
- establishing and maintaining effective intra-project communication systems;
- initiating, developing and maintaining industry sponsor commitment
- initiating, developing and maintaining national regulatory commitment
- facilitating the engagement of the sponsors/stakeholders in the research program and their understanding of and commitment to its findings;

- working closely with the Research Manager and other team members to ensure a timely completion of the guidance manual that addresses the sponsors'/stakeholders' needs;
- forming and maintaining the Regional Committees and facilitating their coordination with the Steering Committee and the Research Team; and
- communicating with the International Advisors and facilitating their involvement with the Steering Committee and the Research Team

2.2.4 Research Manager

The Research Manager Dr Grant Zhu is employed by the University of Melbourne and reports to the Research Team Leader. His core responsibility is to work with the Research Team Leader to ensure that the research program meets its objectives and milestones efficiently and effectively. This includes ensuring that the research conducted at each test site is consistent with the overall national research program as well as addressing the specific research priorities that are set by the Regional Committees. The Research Manager also works closely with the Program Managers to ensure that the research program meets the WMAA's objectives and in providing data on the progress of the research program for the periodic performance reports to the WMAA.

Specific responsibilities include:

- ensuring that the test facilities are established using a unified approach at each of the 5 sites;
- ensuring that the data collection from each site is uninterrupted and quality controlled;
- ensuring that the three PhD students' research projects are consistent with the overall research program;
- co-supervising the 3 PhD students;
- ensuring that the research program remains on schedule and produces the intended outputs;
- working closely with the Program Managers and other team members to ensure a timely completion of the guidance manual that addresses the sponsors'/stakeholders' needs;
- contributing directly to the analysis and publication of research results, including through authorship; and
- communicating project outputs to academic, industry and regulatory audiences.

2.2.5 International Advisors

The WMAA is funding 4 US-based experts to provide advice to A-ACAP on the design and conduct of the research program to ensure that the Australian program is able to benefit from their knowledge and experience. Three of these advisors are the architects and research team leaders of the US ACAP:

- Dr William H. Albright (Desert Research Institute, University of Nevada);
- Prof Craig H. Benson (Civil and Environmental Engineering and Geological Engineering, University of Wisconsin-Madison); and
- Mr Stephen Rock, (US Environmental Protection Agency).

The other advisor, Dr Jean Bogner (President, Landfills + Inc), is a leading US expert on landfill gas research.

The International Advisors participate in key A-ACAP events and provide on-going advice, as required, during the program.

A-ACAP COMMITTEE AND TEAM MEMBERSHIPS

Project Risk Management Committee

Dr Mark Jaksa (UoA)
Mr Michael O'Keefe (SITA)
Mr Max Spedding (WMAA)
Dr Sam Yuen (UoM)
Mr. Ian Kuhl – Site Owners' Proxy (TRC)

Steering Committee

Mr Mal Jones (Chair; Qld)
Prof Alan Baker. (UoM)
Mr Sam Bateman (WMAA National Landfill Division)
Mr Colin Sweet (NSW)
Mr Michael Jorgensen (Vic)
Mr Paul Lightbody (SA)
Mr Max Spedding (WMAA CEO Nominee)
Dr Roger Stuart (Program Manager)
Mr Ian Watkins (WA)
Mr Richard Yeates (Program Manager)
Dr Sam Yuen (Research Team Leader)
Dr. Grant Zhu (Research Manager)

A-ACAP Regional Committees

New South Wales

Mr Colin Sweet (Chair, NSW)
Mr Colin Baker (Bankstown City Council)
Mr Steve Bernasconi (Hunter Group)
Mr Ezio di Giovanni (WSN)
Mr Anthony Dixon (EPA)
Mr Phil Klepzig (Lismore City Council)
Mr Chandra Mohan (WSN)
Mr Shan Rainford (Veolia)
Dr Roger Stuart (PhytoLink)
Dr Grant Zhu (Research Manager)

Researchers

Dr Gareth Swarbrick (UNSW)

Queensland

Mr Mal Jones (Chair; Maunsell)
Mr Craig Dungleison (Rockhampton Regional Council)
Mr Paul Hoye (Cairns Regional Council)
Mr Ian Kuhl (Townsville Regional Council)
Dr David Moy (TechSearch)
Mr Gary O'Connor (EPA)
Mr Dean Sharpe (EPA)
Mr Hugh Wright (Veolia)
Mr Richard Yeates (Program Manager)
Dr Grant Zhu (Research Manager)

Researchers

Assoc Prof Nanjappa Ashwath
Assoc prof Hossein Ghadiri (GU)
Assoc Prof Margaret Greenway
Mr Hooman Maneshi
South Australia
Mr Paul Lightbody (Chair; Tonkin)
Mr Martin Blunt (EPA)
Mr Brett Jarvis (Lucas Waste Management)
Mr B Morgan (TPI-WMP)
Mr Les Perry (SRWRA)
Mr David Lucas (Lucas Waste Management)
Mr Don Richardson (Golder Associates)
Mr Geoffrey Webster (WMP)
Dr Grant Zhu (Research Manager)

Researchers

Dr Jim Cox (CSIRO)
Dr Mark Jaksa (University of Adelaide)
Ms Melissa Salt (University of Adelaide)

Victoria

Mr Mike Jorgensen (Chair; URS)
Mr Martin Aylward (Clayton Landfill)
Mr Michael Barnes (EPA)
Mr Joe La Motta (Wyndham City Council)
Mr James McKenzie
Ms Cheryl Murdoch (Baxter Group)
Mr Michael O'Keefe (SITA)
Mr Leo Reid (URS)
Mr David Wenig (Maunsell)
Mr Matthew Whelan (Cleanaway)
Dr Grant Zhu (Research Manager)

Researchers

Prof Alan Baker (UoM)
Mr Jianlei Sun (UoM)
Dr Sam Yuen (UoM)

Western Australia

Mr Ian Watkins (Chair; IWP)
Mr Wayne Ennor (DEC)
Mr Murray Ladhams (Cockburn City Council)
Mr Bob Sutton (City of Armadale)
Dr Grant Zhu (Research Manager)

Researchers

Dr Andy Fourie (UWA)

Research Team

Chief Investigators

Dr Sam Yuen (Research Team Leader; UoM)
Assoc Prof Nanjappa Ashwath (CQU)
Prof Alan Baker (UoM)
Dr Andy Fourie (UWA)
Assoc Prof Hossein Ghadiri (GU)
Assoc Prof Margaret Greenway (GU)
Assoc Prof Mark Jaksa (UoA)
Prof Peter Newman (Curtin U)
Dr Gareth Swarbrick (UNSW)

PhD Students

Mr Hooman Maneshi (GU)
Ms Melissa Salt (UoA)
Mr Jianlei Sun (UoM)

Partner Investigators

Dr. Jim Cox (CSIRO)
Mr Ezio di Giovanni (WSN)
Mr. Mal Jones (Maunsell)
Mr Michael Jorgensen (URS)
Mr Paul Lightbody (Tonkin Consulting)
Dr Roger Stuart (PhytoLink)
Mr Ian Watkins (IW Projects)
Mr Richard Yeates (PhytoLink)

Research Manager

Dr Grant Zhu (UoM)

Regulatory Committee

Mr Martin Blunt (SA)
Ms Anne-Marie Bremner (WA)
Mr Peter Collins (Qld)
Mr Anthony Dixon (NSW) (Chair)
Ms Jessica Kress (Vic)

International Advisors

Dr. Bill Albright (U Nevada)
Prof Craig Benson (U Wisconsin, Madison)
Dr. Jean Bogner (Landfills+ Inc.)
Mr Steve Rock (US EPA)

NOTE: names are listed alphabetically