

## Attachment C



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## Attachment C1: Technical Competence and Site Management

This facility is not an existing facility therefore many of the employees are not yet recruited. However, the Project Development Team listed below has outlined each position needed for the effective management and control of the facility. This structure is illustrated in the Organisational Structure Chart.

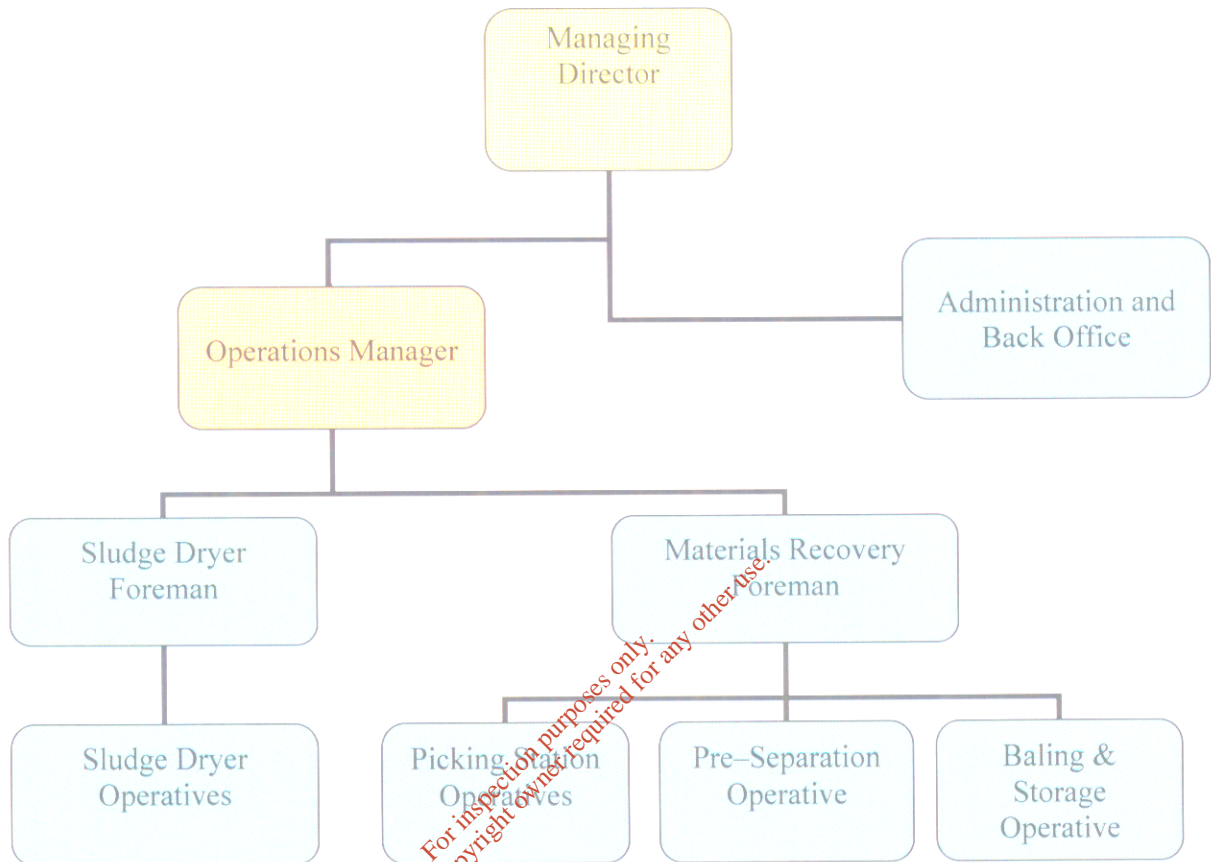
The Project Development Team includes:

- Pat O'Flynn (AVR-Safeway Ltd),
- Jim Galvin (SWS Group),
- Remco Noordermeer (AVR-Safeway Ltd),
- Aoife Foley (Project Manager) (SWS Group),
- Finbarr Gannon (Finbarr Gannon & Company),
- Declan Waugh (SWS Group),
- Dr. Nick Vernon (AVR-Safeway Ltd).

### Board of Directors

A Board of Directors of AVR - Environmental Solutions Ltd. will be put in place and this Board will be responsible for the strategy and direction of the company.

The Board of AVR - Environmental Solutions Ltd. shall consist of 4 members, including two Executive Directors being the Managing Director (new position) and the Executive Operations Manager (new position), and two non-executive directors, one from the SWS Group and one from AVR-Safeway Ltd.



### Roles & Responsibilities

The following is a brief description of the roles and responsibilities of various members of the management team.

#### Managing Director

The Managing Director is responsible for implementing the Company's strategy and delivering the Company's objectives. The MD will also serve on the Board of AVR - Environmental Solutions Ltd.

#### Executive Operations Manager

The Operations Manager will be responsible for AVR - Environmental Solutions Ltd. In the absence of the Managing Director and will also serve on the board of AVR - Environmental Solutions Ltd. This manager will be responsible for the AVR - Environmental Solutions Ltd. operations, including site waste acceptance, throughput, document control and efficiency.

#### Back Office Team

The back office team will perform a supporting role to management. They shall also be responsible for internal sales and delivering on the sales targets of the Company by identifying potential customers and securing contracts.

### **Health, Safety, Environmental and Quality Manager**

Initially this role shall be the responsibility of the Manager Director. This manager will be responsible for the Safety, Health, Environmental and Quality policies and procedures of the Company. This will include securing the ISO 14000.

### **Experience and Qualifications**

Suitably experienced and qualified personnel will be recruited to fill each position outlined above. The experience and qualifications of the Project Development Team are recorded below:

#### **Pat O'Flynn - Managing Director, AVR - Safeway Ltd.**

Pat holds a certificate in Mechtronic Engineering and has completed a number of courses such as the jointly run Dept. of Environment and EPA course dealing with Waste Management. This course now forms part of any licensing arrangement under which a company must have a competent person who has completed this course. Pat has also completed an Emergency Fire & Safety course. Pat has excellent contacts within the waste generating and waste brokering business.

Pat O'Flynn has gained over eight years experience in the management of the transportation of chemicals through his association with Southcoast Transport Ltd. During that time he acquired a lot of experience in the pumping of various chemicals, including low flash materials and corrosives, and the management of emergency situations. He has a wide knowledge of the Irish road haulage industry and is a committee member of the Irish Road Haulage Association.

#### **Jim Galvin - Senior Manager, SWS Group; Director, Erris Energy Ltd., Eurogreen Ltd., Thornbush Ltd., A.S.A., IWEA, Chartered Institute of Water & Environment Management**

Jim is the Services Operations manager and has responsibility for the management, strategic development and planning of the environment, energy, waste and agriculture divisions.

Jim has over ten years experience in a number of business areas. His qualifications include B.Agr.Sc., M.Agr.Sc., and MBA. The organisation has diversified substantially in the last ten years. Jim has overseen key growth areas within the organisation including the environmental and renewable energy divisions. Jim has delivered a professional and multidisciplinary package through the provision of financial, environmental and technical expertise. Jim's portfolio has also included a number of Research and Development projects for Government, EU and industry.

#### **Remco Martijn Noordermeer - Commercial Director**

After finishing the HAVO in the Netherlands, he spent one year as a foreign exchange student in the United States, where he graduated. Remco attended the MMO-C (Small-Business School) in the Netherlands. Mainly focussed on Small Business Economics and Management / Marketing. He furthered his education at the Hogeschool van Utrecht where he studied Commercial/Administrative/Economics with an emphasis on Business Economics and Marketing. Remco also holds a degree in Marketing.

In 1997 Remco started working in the Waste Management business in External Sales, later with responsibilities for key-accounts. Was Sales/Marketing Manager for 2.5 years responsible for a large area of West-Holland. In October 2003, Remco moved to Ireland to take up the position of Commercial Director at AVR - Safeway Ltd. Throughout his waste management career he has completed a variety of safety courses, computer courses and management and sales/marketing courses.

**Aoife Foley, Business Development Manager, SWS Natural Resources**

Aoife has delivered complex and large projects in power transmission, telecommunications and infrastructure, for example the N7 and N8 Little Island Interchange on the E22 Euroroute, Cullenagh 110/220Kv Overhead Lines and Substation and numerous shopping centre and mobile phone masts. She is a Chartered Engineer of the Institute of Engineers of Ireland. She has 8 years experience with contractors, consultants and local authorities. Aoife has high level project management experience including EIS preparation and planning application submission.

Aoife has worked with a range of private and public organisations prior joining SWS Group, including Siemens Ltd as Infrastructure Manager, ESB International as Consultant and Cork County Council. Aoife joined SWS in March 2004 as Business Development Manager. Aoife holds a BE (Hons), MSc Eng and a project management Diploma from the Smurfit School of Business at UCD. She is currently undertaking her PhD at University College Cork.

**Dr. Nick Vernon**

Nick graduated with B.Sc and Ph.D. degrees in chemistry and has over twenty years service in the pharmaceutical and chemical industries. A process development specialist, he has wide experience with all aspects of chemical processing, including waste management and treatment, solvent recovery and reuse, hazards and safety analysis and control, process control and environmental risk management.,

**Declan Waugh, B.Sc (Hons) MIEMA. MSEE. MIOA. MCIWEM**

Declan is the Environmental Manager and Senior Environmental Consultant at SWS Environmental Services. Declan previously worked in environmental sensitive industries as an environmental manager, research environmental scientist and environmental officer. Declan has been involved in some of the most significant part EU funded Environmental Research and Development projects undertaken in Ireland in addition to being a member of the project management team on one of the largest private industrial construction development projects in Ireland during the 1990's.

Areas of expertise include project management, impact assessment, environmental management, planning, acoustics, integrated pollution control, geographic information systems, environmental assessment, environmental modelling, energy and environmental auditing.

**Finbarr Gannon**

The Practice of Finbarr Gannon & Co. Ltd., Consulting Engineers, specialises in the provision of civil/structural engineering services to industry and public bodies. The Practice works for all the major chemical/pharmaceutical companies in the Munster area. The firm also carries out designs associated with the provision of water and wastewater treatment plants for Local Authorities. The measure of the success of the Practice has been the amount of repeat business received from the client base. The Practice is located at St. Patrick's House, Lower Glanmire Road, Cork and has a technical staff of 10 Engineers and 15 Designers/Detailers together with administration support staff.

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## Attachment C2: Environmental Management System

This facility is not an existing facility therefore an Environmental Management System has not yet been developed.

However, it is recognised that the implementation and operation of an Environmental Management System (EMS) is vital to ensuring the reliability of pollution prevention and abatement techniques as well as continuous environmental improvement across the facility. Therefore, it is proposed that International Standard ISO 14001 accreditation will be attained for the facility.

The main stages that need to be addressed in the implementation of this standard are outlined below. They form an excellent framework for compiling a site environmental plan.

- Carry out an initial Environmental Review.
- Define the Environmental policy for the organisation.
- Identify the Environmental aspects of the facility and determine which are the most significant.
- Identifying legal and regulatory requirements applicable to environmental aspects and formulate a Register of Regulations for the organisation.
- Set out objectives and targets throughout all levels of the organisation.
- System Management Procedures
- Structure and responsibility - Define roles, responsibilities and authorities needed to facilitate environmental management.
- Training, awareness and competence - Provide the necessary training for workers whose work could have a significant impact on the environment.
- Communication - Developing procedures to facilitate internal and external communications.
- Identifying operations and activities associated with significant environmental aspects and develop procedures to minimise the risk of the environmental impacts.
- Checking and corrective action
- Establish procedures to monitor and measure operations/activities that have significant impact on the environment
- Establish procedures for investigating, mitigation and preventing any non-conformances
- Establish environmental record-keeping procedures
- Outline procedures for Environmental management system audits
- Management Review of the EMS implementation and effectiveness must be carried out regularly.

### Attachment C3: Hours of Operation

Description	Hours
Proposed hours of operation	Sludge Drying Facility- 24 hours, 352 days a year excluding, a two week maintenance/ overhaul period. Waste Recovery/Transfer Facility- 6.00 to 22.00 hours, Monday to Sunday inclusive.
Proposed hours of waste acceptance and handling.	07.30- 21.00 hours, Monday to Saturday inclusive.
Proposed hours of any construction and development works at the facility	not applicable
Any other relevant hours of operation expected.	not applicable

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