



**EASTERN WASTE MANAGEMENT AUTHORITY
ORDINARY BOARD MEETING**

THURSDAY 24 JUNE 2021

Notice is hereby given that a meeting of the Board of the Eastern Waste Management Authority will be held at the **Mayor's Parlour, City of Norwood Payneham & St Peters, 175 The Parade, Norwood**, on Thursday 24 June 2021, commencing at 5:30pm.

A handwritten signature in blue ink, consisting of several loops and a long horizontal stroke at the end.

**ROB GREGORY
GENERAL MANAGER**

Acknowledgement of Country

We would like to acknowledge this land that we meet on today is the traditional lands for the Kurna people and that we respect their spiritual relationship with their country.

We also acknowledge the Kurna people as the custodians of the Adelaide region and that their cultural and heritage beliefs are still as important to the living Kurna people today.



EASTERN WASTE MANAGEMENT AUTHORITY

AGENDA

ORDINARY MEETING OF THE BOARD OF MANAGEMENT

**Meeting to be held on Thursday 24 June 2021, commencing at 5:30pm,
at the Mayor's Parlour, City of Norwood Payneham & St Peters,
175 The Parade, Norwood**

1. PRESENT

2. ACKNOWLEDGEMENT OF COUNTRY

3. APOLOGIES

4. CONFLICTS OF INTEREST

5. CONFIRMATION OF THE MINUTES:

- RECOMMENDED:**
1. That the Minutes of the Eastern Waste Management Authority Special Board Meeting held on Monday 31 May 2021, be received confirmed, and adopted.
 2. That the Minutes of the Eastern Waste Management Authority Audit and Risk Management Committee Meeting held on Wednesday 16 June 2021, be received, confirmed, and adopted.

6. MATTERS ARISING FROM THE MINUTES

7. QUESTIONS WITHOUT NOTICE

8. REPORTS

- 8.1 *FINANCIAL REPORT – YEAR TO DATE (MAY 2021)* pg.13
- 8.2 *2021/22 ANNUAL BUSINESS PLAN & BUDGET*..... pg.14
- 8.3 *EXTERNAL AUDITOR INTERIM REPORT* pg.39
- 8.4 *WORKPLACE RELATIONSHIPS DISCLOSURE POLICY* pg.48
- 8.5 *EDUCATION REPORT* pg.54
- 8.6 *ANNUAL PLAN PROGRESS REPORT*..... pg.59

9. CONFIDENTIAL REPORTS

- 9.1 *ANNUAL REVIEW OF CONFIDENTIAL ORDERS*..... pg.63
- 9.2 *KESAB CONTRACT*..... pg.74
- 9.3 *STAFF MATTER*..... pg.93
- 9.4 *CONTRACT UPDATE (verbal)*

10. OTHER BUSINESS

11. NEXT MEETING OF THE AUDIT COMMITTEE

The next Audit and Risk Management Committee Meeting is to be held on:
Thursday 30 September, 2021, commencing 5:30pm, at the Mayor's Parlour, City
of Norwood, Payneham & St Peters,

12. CLOSURE OF MEETING



**MINUTES OF THE SPECIAL BOARD MEETING OF THE
EASTERN WASTE MANAGEMENT AUTHORITY**

Held on Monday 31 May 2021, via Zoom

Meeting opened 4:00pm.

1. ACKNOWLEDGEMENT OF COUNTRY

2. PRESENT

Directors:

Mr F Bell	Independent Chairperson
Mayor H Holmes-Ross	City of Mitcham
Cr M Stock	City of Norwood, Payneham & St Peters
Mr V Cammell	City of Prospect
Cr R Ashby	Corporation of the Town of Walkerville
Mr P Di Iulio	Campbelltown City Council

In Attendance:

Mr R Gregory	General Manager
Ms K Vandermoer	Finance & Executive Administration Officer
Mr B Krombholz	Manager, Operations
Mr B Wright	East Waste

3. APOLOGIES

Cr J Carbone	City of Burnside
Cr L Green	Adelaide Hills Council
Mr John Jovicevic	Dean Newberry & Associates

4. CONFLICTS OF INTEREST

Nil

5. CONFIRMATION OF THE MINUTES

Moved Mr Vincent Cammell that the Minutes of the Eastern Waste Management Authority Board Meeting held on 29 April 2021, be received confirmed, and adopted.

Seconded Cr Ashby

Carried

6. MATTERS ARISING FROM THE MINUTES

Nil

7. QUESTIONS WITHOUT NOTICE

Nil

8. REPORTS

8.1 BOARD APPOINTMENT TO AUDIT & RISK MANAGAEMENT COMMITTEE

RECOMMENDATION 1

Moved Mr Di Iulio that the Board appoint Cr Mike Stock to the East Waste Audit & Risk Management Committee for the remainder of the calendar year in accordance with the Audit & Risk Management Committee Terms of Reference.

Seconded Cr Rob Ashby

Carried

9. CONFIDENTIAL REPORTS

9.1 WASTE TENDER SUBMISSION PROPOSAL

RECOMMENDATION 1

Moved Cr Stock that pursuant to Section 90(2) and (3) of the *Local Government Act, 1999* East Waste orders that the public, with the exception of the subsidiary staff present, be excluded from the meeting on the basis that the Board will receive, discuss and consider:

(d) commercial information of a confidential nature (not being a trade secret) the disclosure of which:

- (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and
- (ii) would, on balance, be contrary to the public interest; and the East Waste Board is satisfied that, in principle that the meeting should be conducted in a place open to the public, has been outweighed by the need to keep the receipt/discussion/consideration of the information confidential.

Seconded Mayor Holmes-Ross

Carried

RECOMMENDATION 3

Moved Mayor Holmes-Ross that under Section 91(7) and (9) of the Local Government Act 1999 the East Waste Board orders that the report, minutes and discussion be kept confidential for a period not exceeding 12 months, after which time the order will be reviewed by the East Waste Board.

Seconded Cr Stock

Carried

10. OTHER BUSINESS

Nil

11. NEXT MEETING OF THE BOARD

The next ordinary Board Meeting is scheduled to be held on:

Thursday 24 June 2021, commencing 5:30pm at the City of Norwood, Payneham & St Peters,
175 The Parade, Norwood.

12. CLOSURE OF MEETING

There being no further business the meeting closed at 4:39pm.

DATE: _____

CHAIRPERSON: _____



**MINUTES OF THE MEETING OF THE AUDIT & RISK MANAGEMENT COMMITTEE
OF THE EASTERN WASTE MANAGEMENT AUTHORITY**

held on Wednesday 16 June 2021 at the Chairman's Boardroom, 7/19 Gouger Street, Adelaide

Meeting opened at 8:33am.

Mr Gregory opened the meeting in Mr Bell's absence and called for Chair nominations.

Moved Ms Di Blasio that Cr Stock Chair the meeting.

Seconded Ms Hinchey

Carried

1. ACKNOWLEDGEMENT OF COUNTRY

2. PRESENT

Cr L Green	Adelaide Hills Council (via Zoom)
Cr M Stock	City of Norwood Payneham & St Peters
Ms E Hinchey	Independent Member
Ms S Di Blasio	Independent Member

IN ATTENDANCE

Mr R Gregory	General Manager
Ms K Vandermoer	Finance & Executive Administration Officer

3. APOLOGIES

Mr F Bell	Independent Chairperson
Mr J Jovicevic	Dean Newberry Partners

4. CONFLICTS OF INTEREST

Nil

5. CONFIRMATION OF THE MINUTES – 21 APRIL 2021

Moved Ms Di Blasio that the Minutes of the previous meeting held on Wednesday 21 April 2021 be received and noted.

Seconded Ms Hinchey

Carried

6. MATTERS ARISING FROM THE MINUTES

Nil

7. QUESTIONS WITHOUT NOTICE

Nil

8. REPORTS

8.1 FINANCIAL REPORT – YEAR TO DATE (MAY 2021)

RECOMMENDATION

Moved Cr Green that the Committee recommend that the Report is received and noted, noting that management will prepare a response to questions raised.

Seconded Ms E Hinchey

Carried

8.2 DRAFT 2021/22 ANNUAL BUSINESS PLAN AND BUDGET

RECOMMENDATION

Moved Ms Hinchey that the Committee recommends an unamended draft 2021/22 Annual Business Plan and Budget, as presented in Attachment A and noting that management will confirm accuracy of the adopted budget figure, is presented to the Board for endorsement.

Seconded Ms Di Blasio

Carried

8.3 EXTERNAL AUDITOR INTERIM REPORT

RECOMMENDATION

Moved Ms Hinchey that the Committee note and receive the Report and recommend to Management that a Leave Policy be implemented.

Seconded Cr Green

Carried

8.4 POLICY REVIEW SCHEDULE

RECOMMENDATION

Moved Cr Green that That the Committee:

1. Notes and receives the Report and the Policy Review Schedule, as presented in Attachment A, noting that a review of outstanding policies be presented to the next Audit & Risk Committee meeting.
2. Recommends that management consider the development of a Policy Development & Review Framework.

Seconded Ms Di Blasio

Carried

Linda left the meeting at 9:08am.

8.5 WORKPLACE RELATIONSHIP DISCLOSURE POLICY

RECOMMENDATION

Moved Ms Hinchey that the Committee notes the East Waste Workplace Relationships Disclosure Policy, as presented in Attachment A, but queries the necessity of a standalone policy, and expresses concern regarding the day-to-day management of the policy.

Seconded Ms Di Blasio`

Carried

8.6 EQUAL OPPORTUNITY POLICY

RECOMMENDATION

Moved Ms Di Blasio that the Committee notes the East Waste Equal Opportunity Policy, as presented in Attachment A, and recommends that a standalone Sexual Harassment Policy be implemented.

Seconded Ms Hinchey

Carried

9. CONFIDENTIAL REPORTS

Nil

10. OTHER BUSINESS

Nil

11. NEXT MEETING OF THE AUDIT AND RISK MANAGEMENT COMMITTEE

The next Audit and Risk Management Committee Meeting is scheduled to be held on:
TBC

12. CLOSURE OF MEETING

There being no other business the meeting closed at 9:46am.

PRESIDING MEMBER

DATE

8.1: FINANCIAL REPORT – YEAR TO DATE (May 2021)

REPORT AUTHOR: General Manager

ATTACHMENTS: Nil

Purpose of the Report

To provide the Board with an overview of the Budget versus Actual performance in key areas of East Waste's operations for the period ending 31 May 2021.

Background

At the meeting held 25 June 2020, the East Waste Board resolved (in part):

2020/21 ANNUAL BUSINESS PLAN & BUDGET

Moved Mr Bradley that the Board endorses the 2020/21 Annual Business Plan and revised Budget as presented in Attachment A, noting that an increase to the Education budget is to be considered through the quarterly budget review process.

Seconded Cr Carbone

Carried

Report

There are no adverse matters to note. East Waste continues to project to meet its budget targets set in the Budget Review 3 process. Table 1 below provides a high-level analysis of the performance against adopted budget for material budget income and expense items as at 31 May 2021. Table 1 includes a YTD budget estimate to assist with demonstrating the estimated remaining income and/or expenses to be recorded for FY21. This is to account for the variable billing cycles of services provided across East Waste's operations.

Table 1: Budget Income and Expense Analysis as at 31 May 2021

Income	YTD Actual FY21	FY2021 Full Year Adopted Budget	Estimate Budget YTD May 2021	Variance to YTD Budget Estimate (\$)	Variance to YTD Budget Estimate (%)
Administration Income	234,900	234,900	234,900	-	0%
Common Fleet Costing	12,358,582	12,372,000	12,372,000	- 13,418	0%
Bin Income	802,094	950,000	870,833	- 68,740	-8%
Processing Fees	3,845,600	5,048,000	4,627,333	- 781,733	-17%
Expenses	YTD Actual FY21	FY2021 Full Year Adopted Budget	Estimate Budget YTD May 2021	Variance to YTD Budget Estimate (\$)	Variance to YTD Budget Estimate (%)
Employee & Agency Costs	5,401,641	6,129,500	5,618,708	- 217,067	-4%
Fuel	1,086,531	1,200,000	1,100,000	- 13,469	-1%
Bin Services Expenses	843,703	950,000	870,833	- 27,131	-3%
Processing Expenses	4,070,144	5,048,000	4,627,333	- 557,190	-12%
Maintenance Costs	1,366,972	1,529,000	1,401,583	- 34,611	-2%

RECOMMENDATION

That the Board receives and notes the report.

8.2: 2021/22 ANNUAL BUSINESS PLAN & BUDGET

REPORT AUTHOR: General Manager
ATTACHMENTS: A: 2020/21 Annual Plan & Budget
B: Member Council Consent

Purpose of the Report

To provide the Board with a copy of Member Council feedback on the draft *East Waste Annual Plan 2021/22* and draft budget, prior to endorsement.

Background

Section 51 of the *Eastern Waste Management Authority Charter* (Charter) requires the Authority to have an Annual Plan which supports and informs its Budget. At the meeting held 17 February 2021, the East Waste Board resolved (in part):

8.2 DRAFT 2021/22 ANNUAL PLAN & BUDGET

Moved Mr Bradley that the Board:

- 1. Endorse the draft East Waste 2021/22 Annual Plan, as presented in Attachment A;*
- 2. Endorse the associated draft budget and proposed Member Council Fees;*

Seconded Mayor Holmes-Ross

Carried

The Annual Plan and Budget (proposed fees – Section 53 of the Charter) was subsequently distributed to Member Councils for their review prior to the mandated 31 May timeframe (Section 52.3 of the Charter).

Report

The draft 2021/22 Annual Plan, inclusive of Financial Statements is presented in full in Attachment A (refer Attachment A). No amendments have been made to the Annual Plan or budget as a result of the Member Council review process.

Consideration was given to an increased fuel adjustment, given the movement experienced in the past five months, however upon review Administration have elected to leave as is and if required draw on the return on revenue buffer.

Consent of draft Annual Plan 2021/22

As per Clause 52.3 of the Charter, Member Councils only consent to the Annual Plan, not the budget, albeit a number comment on the budgetary component. All Member Councils have consented to the Annual Plan (refer Attachment B for a copy of Member Council letters), with only the City of Norwood, Payneham & St Peters querying a charge for a dedicated narrow streets service.

With unanimous approval provided and key expense areas remaining relatively stable since the endorsement of the draft budget, no change to the draft Annual Plan or budget are considered necessary.

The unamended draft Annual Plan and Budget was presented to the Audit & Risk Committee at their June 2021 meeting and supported for presentation to the Board, noting the need for minor clarification of a BR3 related figure (Materials, contracts & other expenses). This does not impact the F22 budget figures.

RECOMMENDATION

That the Board endorse the 2021/22 Annual Business Plan and Budget, as presented in Attachment A.

EastWaste



2021/22 Annual Plan

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VISION

The Destination

To be the leading waste logistics company in Australia through the delivery of innovative collection and resource management services.

MISSION

The Vehicle

Delivering leading-edge solutions and services for a cleaner and sustainable future.

Introduction

East Waste is the trading name of Eastern Waste Management Authority, which was established in 1928. The Authority is a regional subsidiary of the Adelaide Hills Council, City of Burnside, Campbelltown City Council, City of Norwood, Payneham & St Peters, City of Mitcham, City of Prospect and Town of Walkerville.

Through the servicing of kerbside waste, recycling and organics bins and street and reserve litter bins, East Waste undertakes approximately 9 million bin lifts and 30,000 hard waste collections each year for the Member Councils. East Waste however is far more than a waste logistics Company and has been a driving force in the waste education space in recent years.

East Waste is governed by a Charter (the Charter) pursuant to *Section 43* of the *Local Government Act 1999* and administered by a Board, which includes a director appointed by each Council and an Independent Chair. Clause 51 of the Charter requires the Authority each year to have an Annual Plan which supports and informs the budget. Specifically, it is to include an outline of East Waste's objectives, the activities intended to be pursued, and the measurement tools defined to assess performance. It must also assess and summarise the financial requirements of East Waste and set out the proposals to recover overheads and costs from the Member Councils.

The *2021/22 Annual Plan* is the first Annual Plan developed under the *East Waste 2030 Strategic Plan* which was endorsed by the Board in September 2020. The *East Waste 2030 Strategic Plan* sets out a series of bold and ambitious targets (Key Performance Indicators) which we aspire to met through five Key Objectives and a series of Strategies. The Strategic Plan is summarised on the following page.


For full context this Plan should be read in conjunction with East Waste's broader strategic planning framework including the *Strategic Plan 2030*, Long-Term Financial Plan, and Risk Management Planning Framework.


As a regional subsidiary East Waste recognises that success from this Annual Plan is not possible without the continued support, integration and active working partnership of all our Member Councils and key Strategic Partners. As noted on page eight, East Waste is committed to developing and continuing partnerships which ultimately drive value back to the communities we serve.


East Waste Draft Strategic Plan Vision, Objectives & Strategies


VISION


To be the leading waste logistics company in Australia through the delivery of innovative collection and resource management services to our Member Councils & their Communities.

- OBJECTIVES
- 1. Deliver cost-effective and efficient services facilities

2. Maximise source separation and recycling

3. Provide leading and innovative behaviour change and education

4. Help develop a local circular economy

5. Provide leadership

- STRATEGIES
- 1.1 Attract additional services and/or new councils where further economies of-scale can be achieved

1.2 Offer a single contract for the management of the residual waste to all member councils

1.3 Partner with other councils and organisations to achieve greater synergies and economies of scale in service delivery

1.4 Investigate and implement collection technologies and innovation

1.5 Provide a consistently high standard of Customer Service

2.1 Provide more service choice and flexibility to residents on kerbside services to support them to increase their recycling levels

2.2 Provide a tailored 3-stream service to Multi-Unit Dwellings (MUDs) to support waste reduction and increased recycling

2.3 Pilot a tailored service delivery model across a business precinct(s) to support waste reduction and increased recycling

3.1 Engage in research and projects delivering evidence-based data which increases behaviour change decision making

3.2 Develop an integrated and tailored long-term community behaviour change and education program

3.3 Identify and trial behaviour change programs aimed at reducing contamination

3.4 Encourage and support councils to introduce an incentive(s) to households to reduce their landfill volumes

3.5 Engage schools in behaviour change & waste education

4.1 Support local reprocessing and procurement of recycled content products

4.2 Encourage and support councils to procure and use recycled content products

4.3 Support councils to implement sharing economy and reuse initiatives

4.4 Investigate options to process and extract the highest value from collected resources

5.1 Implement best practice safety standards

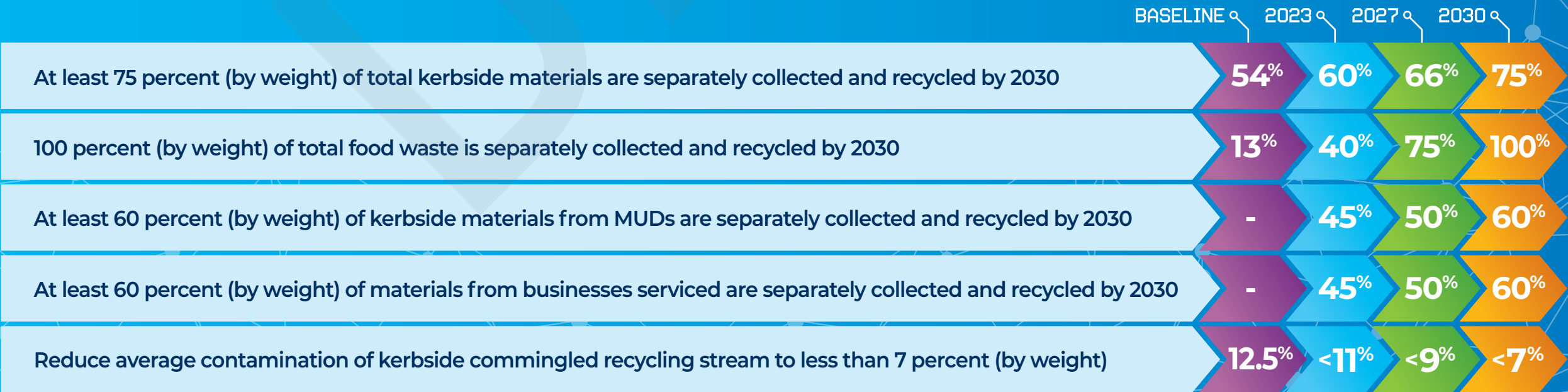
5.2 Advocate on behalf of our Member Councils

5.3 Invest in our people

5.4 Quality and transparent Corporate (Governance & Financial) Activities

KPIs

We will measure our success in reaching our objectives through the following KPIs...



2021/22 Objectives & Activities

At a high level, progression towards the Vision and 2030 Key Performance Indicators will be the key Objective and sit behind all the activities that East Waste undertake.

While the following is not a prescriptive list the key projects East Waste intend to undertake over the 2021/22 year are detailed below. While these will be the key focus, East Waste will remain a a fluent and adaptable Organisation that is able to pivot and respond as required to maximise funding, partnerships, opportunities and projects that will fast-track the pursuit of our KPIs.

NO.	ACTIVITY/PROJECT	OVERVIEW	STRATEGY	MAIN KPI TARGET
DELIVER COST EFFECTIVE AND EFFICIENT SERVICES AND FACILITIES				
1	Continue & Expand Core services	East Waste optimisation will come from providing a full suite of services to Member Councils. Where this doesn't occur, East Waste will work with the respective Councils in a bid to secure these services.	1.1	Vision Target
2	Investigate opportunities outside of existing Member Councils.	East Waste will actively pursue service provision to non-member Councils where value to existing Members can be realised.	1.3	Vision Target
3	Upgrade to Waste Trak II	East Waste utilises a high-quality software system known as Waste Track to manage all elements of collections. An upgraded package is available which will streamline several workflows and improve data reporting, among several other operational benefits. To utilise the system the collection vehicles, require an upgrade of 'in cab' hardware. This will be undertaken in conjunction with the Fleet Replacement Program.	1.4	Vision Target
MAXIMISE SOURCE SEPARATION & RECYCLING				
4	Investigate a broadscale 'Choice & Flexibility model.'	Some small positive steps have been taken across metropolitan Adelaide in recent times to investigate alternate collection options. This program will draw together the latest research and findings to develop an "off-the-shelf" framework which will drive reduced material to landfill, particularly food waste.	2.1	At least 75% of kerbside material separately collected & recycled 100% of food waste separately collected and recycled.

PROVIDE LEADING AND INNOVATIVE BEHAVIOUR CHANGE AND EDUCATION

5	Undertake Audits of businesses and Multi Unit Dwellings to provide baseline data	Business waste serviced by our Member Councils and Multi Unit Dwellings contribute to the total tonnes collected, yet little is known about the make- up of the waste. The audit will identify this and provide baseline diversion targets for the Strategic Plan	2.1	60% by weight of kerbside waste is separately collected and recycled 60% of materials from businesses serviced are separately collected and recycled
6	Undertake the biennial East Waste kerbside bin audit.	Undertake an East Waste-wide audit, to understand up-to-date disposal behaviours and progress towards targets	2.1	At least 75% of kerbside material separately collected & recycled 100% of food waste separately collected and recycled. Reduce average contamination of kerbside commingled recycling to less than 7%.
7	Delivery of the “Why Waste It?” behaviour change program and associated social media.	Utilising the results of the reviews and audits undertaken over the past 12 months, refine and deliver the ongoing successful “Why Waste It?” program.	3.2	Continue to develop long term integrated education and behaviour change programs.

HELP DRIVE A LOCAL CIRCULAR ECONOMY

8	Identify opportunities amongst Member Councils for the uptake of crushed glass.	A feature by our current recycling provider is the possibility of separating glass fines from the Material Recovery Facility waste stream, for reuse rather than the current practice of landfilling. Should this materialise, East Waste will work with the required parties to provide and encourage Member Councils to utilise this material in asset renewal programs.	4.2	Encourage & support Councils to procure and use recycled content products.
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9	Hard waste Reuse trial	<p>East Waste currently diverts over 95% of all material collected through our hard waste service away from landfill by sending the material to ResourceCo (Wingfield) who transform it into Process Engineered Fuel (PEF).</p> <p>A strategic principle of East Waste is to ensure where possible that collected material is retained/processed at is highest value. Referring to the waste hierarchy, Reuse sits higher than Waste to Energy and as such East Waste will investigate solutions and implement trials where possible for increasing the life (reuse) of the many items currently presented for hard waste collection.</p>	4.4	Investigate options to process and extract the highest value from collected resources
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PROVIDE LEADERSHIP

10	Fleet Replacement	In line with the Long Term Financial Plan, undertake the replacement of five (5) collection vehicles.	5.4	Quality & transparent Corporate Activities.
11	IT and Cyber Security Enhancement	<p>The reports of Cyber Security attacks across all levels of government and private enterprise over the past 12 months has heightened the awareness of the local government sector and its response to it. Identified as a possible risk, East Waste has commenced actions and tasks to strengthen its protection against a potential cyber security attack. In response, East Waste is moving to hosting its IT requirements on an external server, which provides for enhanced protection of our systems and data. In support of this, staff will all be undertaking cyber security training and East Waste's recently upgraded records management system also provides greater security and protection of all East Waste data.</p>	5.1	Risk mitigation is integrated into all activities.

“ We will continue to work closely with our member Councils, Government Agencies and like-minded organisations to ultimately drive value back to the communities we serve.

I encourage you to engage in conversation with us if you see opportunity for partnership. ”

Fraser Bell
East Waste Chair 2020

Budget Management

East Waste operates almost entirely on a Common Fleet Costing methodology, whereby Member Councils are charged directly against the time it takes to undertake their services. This is achieved through the utilisation of a specialised, highly accurate and powerful cloud-based, real-time GPS based system, supported by detailed reporting capabilities. As a result of this minor variations in the common fleet percentages (and therefore apportioning of Common Fleet costs) occur from year to year in response to efficiencies and increased collection costs (e.g. increase in developments, Fire Ban days and events). Specific costs (and rebates where applicable) such as waste disposal and resource processing are directly on-charged, to Member Councils.

The budget to deliver this Annual Plan, along with all East Waste's Services and legislative requirements is detailed in the following proposed 2020/21 Financial Papers (refer Attachment 1 – 5).

EAST WASTE

PROJECTED STATEMENT OF COMPREHENSIVE INCOME (BUDGET) for the Financial Year Ending 30 June 2022

FY2020		FY2021	FY2022
Audited Actuals		BR3	Proposed Budget
\$'000		\$'000	\$'000
INCOME			
16,756	User Charges	17,655	18,241
21	Investment income	2	2
-	Grants, subsidies and contributions	-	-
677	Other	975	1,171
17,454	TOTAL INCOME	18,632	19,414
EXPENSES			
5,851	Employee Costs	6,130	6,309
9,120	Materials, contracts & other expenses	10,088	10,686
2,069	Depreciation, amortisation & impairment	2,009	2,122
281	Finance costs	275	281
17,321	TOTAL EXPENSES	18,502	19,398
133	OPERATING SURPLUS / (DEFICIT)	130	16
60	Asset disposals & fair value adjustments	125	115
193	NET SURPLUS / (DEFICIT)	255	131
-	Other Comprehensive Income	-	-
193	TOTAL COMPREHENSIVE INCOME	255	131

EAST WASTE**PROJECTED BALANCE SHEET (BUDGET)**

for the Financial Year Ending 30 June 2022

FY2020		FY2021	FY2022
Audited Actuals		BR3	Proposed Budget
\$'000		\$'000	\$'000
	ASSETS		
	CURRENT ASSETS		
2,322	Cash & Cash Equivalents	2,195	2,193
1,019	Trade & Other Receivables	1,019	1,019
-	Other Financial Assets	-	-
3,341	TOTAL CURRENT ASSETS	3,214	3,212
	NON-CURRENT ASSETS		
7,652	Infrastructure, Property, Plant & Equipment	8,317	8,576
7,652	TOTAL NON-CURRENT ASSETS	8,317	8,576
10,993	TOTAL ASSETS	11,531	11,787
	LIABILITIES		
	CURRENT LIABILITIES		
1,205	Trade & Other Payables	1,224	1,224
1,929	Borrowings	2,287	2,176
597	Provisions	642	642
3,731	TOTAL CURRENT LIABILITIES	4,153	4,042
	NON-CURRENT LIABILITIES		
6,221	Borrowings	6,037	6,273
77	Provisions	122	122
6,298	TOTAL NON-CURRENT LIABILITIES	6,159	6,395
10,029	TOTAL LIABILITIES	10,312	10,437
964	NET ASSETS	1,219	1,350
	EQUITY		
964	Accumulated Surplus	1,219	1,350
964	TOTAL EQUITY	1,219	1,350

EAST WASTE

PROJECTED STATEMENT OF CASH FLOWS (BUDGET)

for the Financial Year Ending 30 June 2022

FY2020		FY2021	FY2022
Audited Actuals		BR3	Proposed Budget
\$'000		\$'000	\$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
RECEIPTS			
17,136	Operating Receipts	18,630	19,412
16	Investment Receipts	2	2
PAYMENTS			
(5,795)	Employee costs	(6,040)	(6,309)
(8,677)	Materials, contracts & other expenses	(10,088)	(10,686)
(291)	Interest Payments	(275)	(281)
2,389	NET CASH PROVIDED BY (OR USED IN) OPERATING ACTIVITIES	2,229	2,138
CASH FLOWS FROM INVESTING ACTIVITIES			
RECEIPTS			
81	Sale of Replaced Assets	145	115
PAYMENTS			
(2,297)	Expenditure on Renewal/Replaced Assets	(2,675)	(2,381)
-	Expenditure of New/Upgraded Assets	-	-
(2,216)	NET CASH PROVIDED BY (OR USED IN) INVESTING ACTIVITIES	(2,530)	(2,266)
CASH FLOWS FROM FINANCING ACTIVITIES			
RECEIPTS			
65	Capital Contributed by Member Councils	-	-
2,171	Proceeds from Borrowings	2,284	2,200
PAYMENTS			
(1,834)	Repayment of Borrowings	(1,845)	(1,810)
(220)	Repayment of Lease Liability	(265)	(265)
-	Distribution - Member Councils	-	-
182	NET CASH PROVIDED BY (OR USED IN) FINANCING ACTIVITIES	174	125
355	NET INCREASE (DECREASE) IN CASH HELD	(127)	(2)
1,967	CASH & CASH EQUIVALENTS AT BEGINNING OF PERIOD	2,322	2,195
2,322	CASH & CASH EQUIVALENTS AT END OF PERIOD	2,195	2,193

EAST WASTE**PROJECTED STATEMENT OF CHANGES IN EQUITY (BUDGET)**
for the Financial Year Ending 30 June 2022

FY2020		FY2021	FY2022
Audited Actuals		BR3	Proposed Budget
\$		\$'000	\$'000
706	BALANCE AT END OF PREVIOUS REPORTING PERIOD	964	1,219
193	Net Surplus / (Deficit) for Year	255	131
65	Contributed Equity	-	-
-	Distribution to Councils	-	-
964	BALANCE AT END OF REPORTING PERIOD	1,219	1,350

EAST WASTE

PROJECTED UNIFORM PRESENTATION OF FINANCES STATEMENT (BUDGET)
for the Financial Year Ending 30 June 2022

FY2020		FY2021	FY2022
Audited Actuals		BR3	Proposed Budget
\$'000		\$'000	\$'000
17,454	Income	18,632	19,414
(17,321)	Expenses	(18,502)	(19,398)
133	Operating Surplus / (Deficit)	130	16
Net Outlays on Existing Assets			
(2,297)	Capital Expenditure on Renewal and Replacement of Existing Assets	(2,675)	(2,381)
2,069	Depreciation, Amortisation and Impairment	2,009	2,122
81	Proceeds from Sale of Replaced Assets	145	115
(147)		(521)	(144)
Net Outlays on New and Upgraded Assets			
-	Capital Expenditure on New and Upgraded Assets	-	-
-	Amounts Specifically for New and Upgraded Assets	-	-
-	Proceeds from Sale of Surplus Assets	-	-
-		-	-
(14)	Net Lending / (Borrowing) for Financial Year	(391)	(127)

ITEM 8.2 - ATTACHMENT B1

From: Lachlan Miller <lmiller@ahc.sa.gov.au>
Sent: Wednesday, 9 June 2021 4:46 PM
To: Rob Gregory <RobG@eastwaste.com>
Cc: Lachlan Miller <lmiller@ahc.sa.gov.au>
Subject: FYI: AHC consent toe East Waste Draft Annual Plan 2021-22

Good afternoon Rob

At its 25 May 2021 meeting, the Adelaide Hills Council considered the Draft Annual Plan 2021-22 and resolved as follows:

Regards

Lachlan Miller
Executive Manager Governance & Performance
Adelaide Hills Council

p 08 8408 0516
e lmiller@ahc.sa.gov.au
w ahc.sa.gov.au

Visit me at: 63 Mount Barker Road, Stirling SA 5152
PO Box 44 Woodside SA 5244

From: Helen Bortoluzzi <HBortoluzzi@burnside.sa.gov.au>
Sent: Wednesday, 16 June 2021 10:56 AM
To: Rob Gregory <RobG@eastwaste.com>
Subject: Draft Budget 2021/22

Dear Rob

At its meeting on 11 May 2021 Council resolved.

Regional Subsidiaries Annual Business Plans 2021/22 (Report No: 125-21)

Motion **C110521/12832 (in part)**

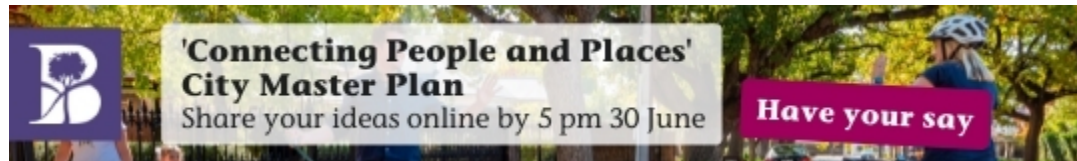
Adopt the Eastern Waste Management Authority draft Budget 2021/22 noting the Budgeted result is a Net Surplus of \$131k.

I apologise for the delay in providing this information to you.

Regards



Helen Bortoluzzi | Executive Support Officer
City of Burnside | 401 Greenhill Road Tasmore SA 5065
P: 08 8366 4255
hbortoluzzi@burnside.sa.gov.au
www.burnside.sa.gov.au



B1



Enq: Lyn Barton

Ph: 8366 9234

9 April 2021



Mr Rob Gregory
General Manager
East Waste
PO Box 26
MANSFIELD PARK SA 5012

Dear Mr Gregory

Draft 2021/2022 Annual Plan and Budget

I wish to advise that at its meeting held on Tuesday 6 April 2021 Council endorsed East Waste's Draft Annual Plan and Budget for the Year ending 30 June 2022. Furthermore, Council will recognise its equity share in East Waste's budgeted loss in its draft 2021/2022 Annual Business Plan and Budget.

If you have any queries please contact Council's Manager Finance, Mr Simon Zbierski on 8366 9289.

Yours sincerely

Lyn Barton
Acting General Manager Corporate & Community Services

From: Jose Baker <jbaker@mitchamcouncil.sa.gov.au>

Sent: Thursday, May 27, 2021 10:02 AM

To: Rob Gregory <RobG@eastwaste.com>

Cc: Michaela Tamlin <MTamlin@mitchamcouncil.sa.gov.au>; Kerry March <kmarch@mitchamcouncil.sa.gov.au>; Matt Toole <mtoole@mitchamcouncil.sa.gov.au>; Stephen Saffin <ssaffin@mitchamcouncil.sa.gov.au>

Subject: City of Mitcham - East Waste Resolution - 25 May 2021 - CONFIDENTIAL

Good Morning Rob,

Please be advised the below was consented on Tuesday, 25 May 2021 in relation to the East Waste draft annual plan and budget.

	COUNCIL CONFIDENTIAL MINUTES	PAGE 1 25 MAY 2021
---	---	-------------------------------

THE FOLLOWING ITEMS WERE DEALT WITH IN CONFIDENCE - COUNCIL - TUESDAY, 25 MAY 2021.

10. CONFIDENTIAL REPORTS

10.1 EAST WASTE 2021/2022 DRAFT ANNUAL PLAN AND BUDGET Report Author/Manager: Matt Toole & Michaela Tamlin / Stephen Saffin General Manager: Craig Harrison (Meeting Date: 25 May 2021) (Location: Council Wide) (Consultant Used: \$Nil)
DECISION 2 – SUBSTANTIVE DECISION
MOVED Mayor Holmes-Ross That Council consents to the East Waste 2021/2022 Draft Annual Plan and acknowledges the 2021/2022 East Waste Draft Budget. SECONDED Cr Cheney CARRIED UNANIMOUSLY

Please let me know if you require any further.

Cheers

Jose



Josephine Baker | Executive Assistant | Office of the General Manager Development Services and Community Safety | Mr Craig Harrison | City of Mitcham

131 Belair Road | TORRENS PARK SA 5062 | P: 08 8372 8123 F: 08 8372 8101 | W:
www.mitchamcouncil.sa.gov.au

In the interests of waste minimisation, please think before you print.

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File Number: qA69173 (A152600)
Enquiries To: Sharon Perkins
Direct Telephone: 8366 4533



City of
Norwood
Payneham
& St Peters

27 April 2021

Mr Rob Gregory
General Manager
East Waste
PO Box 26
Mansfield Park SA 5012

Dear Rob

2021 -2022 Draft Annual Plan

Thank you for your letter dated 4 March 2021, in which you have requested the Council's consideration of the East Waste Draft Annual Plan and accompanying Budget for the 2021-2022.

I wish to advise that the Council considered the East Waste Draft 2021-2022 Annual Plan at its meeting held on 14 April 2021.

Following the consideration Draft 2021-2022 Annual Plan, the Council resolved to advise East Waste that pursuant to Clause 52.3 of the East Waste Charter the Council has considered and approves the 2021-2022 Draft Annual Plan.

In considering the Draft Annual Plan, the Council noted the introduction of a new collection fee for Narrow Streets as part of the 2021-2022 Budget and have requested further information. In particular, it is requested that East Waste provide details in relation to the genesis of the Narrow Streets fee and the basis upon which the fee has been calculated.

Should you require any further information, please do not hesitate to contact me of 8366 4533 or email sperkins@npsp.sa.gov.au.

Yours sincerely

Sharon Perkins
GENERAL MANAGER, CORPORATE SERVICES

175 The Parade
Norwood SA 5067

PO Box 204
Kent Town SA 5071

Telephone
8366 4555

Facsimile
8332 6338

Email
townhall@npsp.sa.gov.au

Website
www.npsp.sa.gov.au



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Social Equity
Cultural Vitality
Economic Prosperity
Environmental
Sustainability

From: Rob Dabrowski <rob.dabrowski@prospect.sa.gov.au>

Sent: Tuesday, 6 April 2021 5:07 PM

To: Rob Gregory <RobG@eastwaste.com>; Nigel McBride <nigel.mcbride@prospect.sa.gov.au>

Cc: Vincent Cammell <vincent.cammell@prospect.sa.gov.au>; Jasmyn Page

<jasmyn.page@prospect.sa.gov.au>

Subject: RE: Draft East Waste 2021/22 Annual Plan & Fees

Dear Rob

Further to the below I am pleased to advise that at the meeting of Council held 23 March 2021, following consideration of this Item Council resolved as follows:

That Council:

(1) Having considered Item 10.2 East Waste Draft Annual Plan and Budget 2021/2022 receives and notes the report.

(2) Endorse the East Waste Annual Business Plan 2021/2022, noting the accompanying draft budget (as presented in Attachments 1-16).

Carried Unanimously 44/2021

Trust this enables finalisation at your end. Thank you for the detail provided and the opportunity to comment.

Kind regards
Rob

Rob Dabrowski

Manager | Governance, HR and Elected Member Support

T 08 8269 5355

Payinthe - 128 Prospect Road, Prospect, SA 5082 | PO Box 171, Prospect SA 5082

rob.dabrowski@prospect.sa.gov.au



The Corporation of the Town of Walkerville

ABN 49 190 949 882

66 Walkerville Terrace, Gilberton SA 5081

PO Box 55, Walkerville SA 5081

File Number: 5.64.1.1

Please Quote Ref: EM202174056

Contact Officer: Monique Palmer, Group Manager Corporate Services

Telephone: (08) 8342 7100

Facsimile: (08) 8269 7820

Email: walkerville@walkerville.sa.gov.au

www.walkerville.sa.gov.au

20 May 2021

Mr. Rob Gregory
General Manager
East Waste

Via Email: RobG@eastwaste.com

Dear Mr. Rob Gregory,

Re: East Waste 2021/2022 Annual Plan & Fees

Monday 17 May 2021, Council considered East Waste 2021/2022 Annual Plan & Fees. Council subsequently resolved as follows:

CNC369/20-21

That Council approves the 2021/22 East Waste Draft Budget and Annual Business Plan.

I invite you to contact Monique Palmer, Group Manager Corporate Services on 8342 7134 should you have any questions.

Yours sincerely



Monique Palmer
Group Manager Corporate Services

8.3: EXTERNAL AUDITOR INTERIM REPORT

REPORT AUTHOR: General Manager

ATTACHMENTS: A: External Auditor Draft Interim Management Report

Purpose of the Report

To provide the Board with the results of the Interim Audit conducted by external auditors Bentley's.

Background

Nil

Report

East Waste's appointed External Auditor, Bentley's, undertook the interim Audit in late April and early May 2021. The draft Interim Management Report is provided in at Attachment A (refer Attachment A).

No matters of note have been identified through the interim audit and two potential risks for full review at the end of year audit noted. Neither of these risks (material purchase of assets and change in key management personnel) are of concern to administration. With respect to the previously raised points, Administration offers the following.

High Level of Annual Leave Accrued - *There were 7 employees who had accrued over 230 hours of annual leave (6 weeks) as at 30 June 2020. The largest individual balance recorded was 296 hours.*

With relatively relaxed COVID-19 restrictions in 2021 a concerted effort has been made to draw down annual leave balances. As of 31 May 2021, there were 4 staff (6% of staff) who had over 230 hours of annual leave accrued, including one who is only 4 hours over this amount.

Long service leave (LSL) provision calculation - *We noted two employees' LSL entitlement calculations were incorrectly calculated on fulltime hours. The incorrect calculation resulted in an overstatement of LSL provision by \$42k.*

This Administrative error related to two casual staff and resulted in a favourable result to East Waste. The calculation was corrected prior to the issuing of the final Audit report in 2020.

The draft Interim Management Report was considered by the Audit and Risk Committee at their July 2021 meeting and resolved:

8.3 EXTERNAL AUDITOR INTERIM REPORT

Moved Ms Hinchey that the Committee note and receive the Report and recommend to Management that a Leave Policy be implemented.

Seconded Cr Green

Carried

The recommended Leave Policy, which will provide a clearer framework for both staff and management around the taking of leave, will be developed in the coming months.

Recommendation

That the Board:

1. Note and receive the draft Interim Management Report as presented in Attachment A.
2. Support the development of a Leave Policy to provide Management & staff with a clearer framework around the taking of annual leave.

Where you want to be.



East Waste Management Authority

Report of Audit Findings

June 2021

David Papa, Partner
Level 5, 63 Pirie St, Adelaide SA 5000
Telephone +61 8 8372 7900
dpapa@adel.bentleys.com.au | bentleys.com.au

Advisors

Accountants

Auditors

Executive summary

We are providing our Interim report on the audit of East Waste Management Authority for the year ending 30/06/2021.

Dear Mr Bell

We have conducted our interim audit of East Waste Management Authority for the year ending 30/06/2021 and report to management and those charged with governance the following matters for information purposes and for consideration of implementation or corrective action:

At the conclusion of our testing, using the information obtained we determined if there were any material matters or concerns that would impact the decision-making ability of the users of the financial report.

The following matters are reported to management:

	Internal controls	Financial Statements
Critical	-	-
Significant	-	-
Not Material	-	-
Area for Improvement	-	-

Note: an empty comment means nothing to report

We intend to issue an unmodified audit opinion over the financial report of East Waste Management Authority.

We would like to take this opportunity to thank management and staff for the assistance provided to us during the course of our interim audit.

Sincerely,



David Papa

Partner

+61 8 8372 7900

dpapa@adel.bentleys.com.au

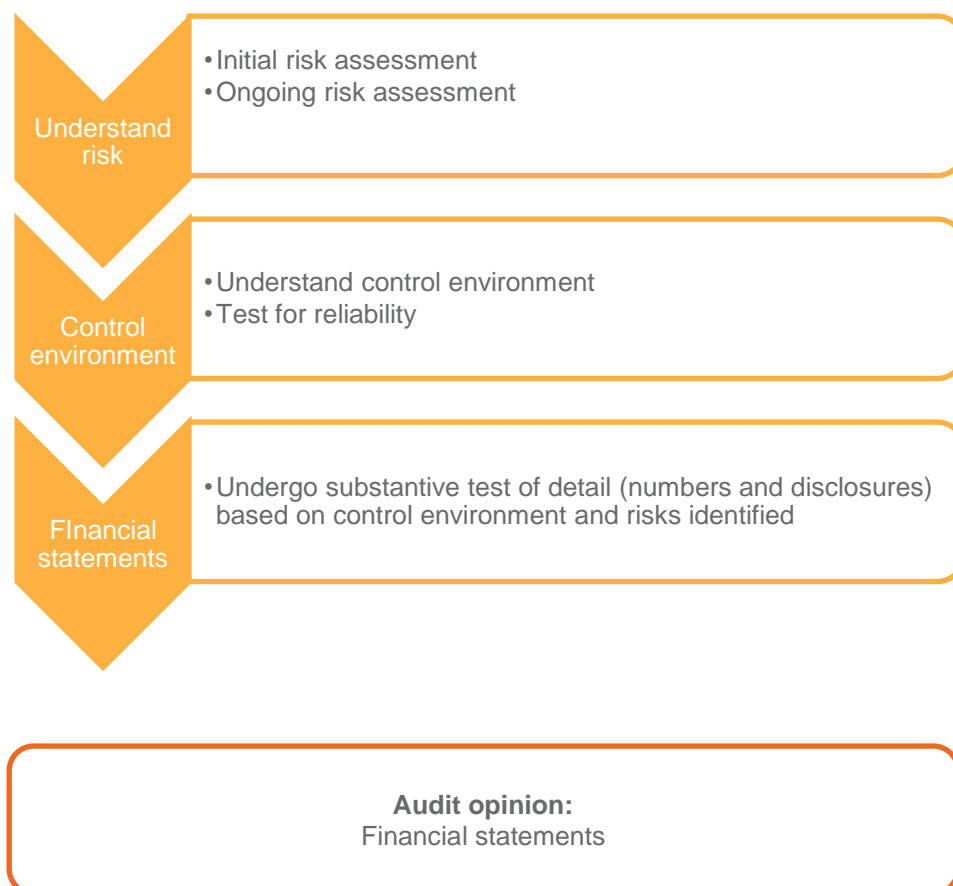


Audit approach

Helping businesses achieve their goals and aspirations.

Bentleys SA's audit approach is based on organisational and financial risk. We develop an understanding of risks for your organisation that relate to the financial statements based on our understanding of your people, your organisation and your sector. This understanding helps us build an audit program that is tailored to you each year and enables us to form an opinion on your financial statements through a target "risk based" approach. The benefits of this approach are:

- Audit efficiency
- Increased organisational assurance
- A review of your control environment
- Timely and effective audits



Identified audit risks

We have identified financial statement risks relating to this year's audit.

As your auditor, our requirement to identify risk commences at the planning phase of our audit and continues throughout the audit process until complete and the audit report is signed. Below we have detailed identified risks relating to the financial statements.

Risks identified at planning

Area

Fixed asset additions

Risk

There has been a material purchase of Assets this year (approx \$2.3m).

Audit Approach

We will perform audit procedures to ensure that capital expenditures made are in accordance with the procurement policy and are appropriately recorded in the books.

Outcome

Pending

Risks identified through the audit

Area

Change in key management personnel

Risk

The change in key management personnel may have a significant impact on the internal control environment.

Audit Approach

We will obtain an understanding of key changes to processes and controls and perform audit procedures to evaluate the design and determine whether the controls have been implemented and are operating effectively.

Outcome

Pending



Status of prior points raised

Below we list the matters identified throughout our audit, details of those matters and whether or not we believe the issue requires attention, or the matter is satisfactory, after consideration of qualitative and quantitative aspects of that business area.

Area

High level of annual leave accrued

Prior year observation

There were 7 employees who had accrued over 230 hours of annual leave (6 weeks) as at 30 June 2020. The largest individual balance recorded was 296 hours.

Status

We will review at year-end audit.

Outcome

Pending

Area

Long service leave (LSL) provision calculation

Prior year observation

We noted two employees' LSL entitlement calculations were incorrectly calculated on fulltime hours. The incorrect calculation resulted in an overstatement of LSL provision by \$42k.

Status

We will re-assess calculation at year-end audit.

Outcome

Pending



Matters for those charged with governance

Fraud

Whilst fraud is not the primary consideration when conducting an external audit, we have not identified any fraud as a result of our audit.

We believe it is important for management to continually consider and assess the control environment of the entity to identify areas where fraud can occur and ensure that those opportunities are removed and or monitored to reduce the risk and impact of fraud.

Legal compliance

Through our audit procedures we have not become aware of any non-compliance with applicable laws and regulations.

Financial reporting and accounting policies

We believe the accounting policies elected for the Council are reasonable and their application provides sufficient information for use of the decision makers.

Going concern

As part of our assessment we considered the appropriateness of the going concern assumption concluded by the Council and management. Our procedures indicate that this assumption is fair and that the going concern convention is appropriate.

Cooperation with management

The management team has been helpful and cooperative throughout the conduct of this year's interim audit.



Where you want to be

Address a critical business issue. Gain efficiency. Achieve strategic growth. Propel your organisation's success.

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Telephone +61 8 8372 7900

advice@adel.bentleys.com.au | bentleys.com.au

➤ Advisors

➤ Accountants

➤ Auditors

8.4: WORKPLACE RELATIONSHIPS DISCLOSURE POLICY

REPORT AUTHOR: General Manager

ATTACHMENTS: A: Workplace Relationships Disclosure Policy

Purpose of the Report

To provide the Board with an opportunity to provide input into the development of a new Policy: *Workplace Relationships Disclosure Policy*.

Background

As a relatively small Organisation, East Waste is potentially exposed to, unethical bias and inappropriate conduct, through workplace relationships. A recommendation of a recent independent investigation was for East Waste to establish a *Workplace Relationships Disclosure Policy* as a measure to mitigate the risks.

Report

Upfront it is important to note the Policy as written, is not designed to prevent staff having romantic or sexual relationships with other employees. The attached *Workplace Relationships Disclosure Policy* (refer Attachment A) sets out guidelines for staff to follow in the event they commence a romantic or sexual relationship with another employee. Specific and more stringent requirements are detailed for Supervisors who commence a relationship with a subordinate, to mitigate any conflicts of interest.

The Audit and Risk Management Committee considered the draft *Workplace Relationships Disclosure Policy* at the June 2021 meeting and expressed concern over managing the Policy on a day-to-day basis, the application of it in the event of a breach and the impact culturally of announcing such a Policy to the staff body.

Having reviewed, Administration is not aware of any of its Member Councils have such a Policy.

Recommendation

That the Board endorses the *East Waste Workplace Relationships Disclosure Policy*, as presented in Attachment A.

WORKPLACE RELATIONSHIPS DISCLOSURE POLICY



Type	Behaviour
Category	Human Resources
First Issued/Adopted	TBA 2021
Minutes Reference	
Review Period	36 months
Last Reviewed	N/A
Next reviewed	June 2024
Applicable Legislation	<ul style="list-style-type: none"> • <i>Local Government Act 1999</i> • <i>Fair Work Act 1994 (SA)</i>
Related Documents	<ul style="list-style-type: none"> • East Waste Charter • East Waste Strategic Plan 2030 • Employment Contracts / EBA
Consultation Undertaken	
Responsible Officer	Manager, Business Services

SIGNED:

General Manager

Date: ____/____/____

SIGNED:

Chairperson

Date: ____/____/____

Purpose

The Workplace Relationships Disclosure Policy is designed to ensure relationships within the workplace do not compromise code of conduct or conflicts of interest for the Organisation. Or should they arise, they are managed appropriately.

The Policy provides guidelines our employees should follow when they are romantically or sexually involved with a colleague. We do not want to place undue restrictions on employees dating each other, or spending time together outside of work as everyone should be free to choose their partners. But, we want to make sure that relationships won't cause awkwardness, inappropriate behaviour or conflicts of interest in the workplace.

Scope

This policy applies to all our employees, Board and Committee Members, regardless of gender, sexual orientation or other protected characteristics.

In the context of this policy, "employee dating" includes consensual romantic relationships and sexual relations. We explicitly prohibit non-consensual relationships.

Policy elements

Before you date a colleague

Before you decide to date a colleague, please consider any problems or conflicts of interest that may arise. For example, if you're working with a colleague on an important project, a relationship between the two of you (or a possible breakup) could affect your work. Make sure you've thought about all parameters before making a decision.

Acceptable behaviour

While we don't object to employee relationships, our workplace is still a professional setting. We expect our employees to treat each other with respect and avoid hindering other people's work. If you want to express your romantic interest in a colleague, don't do anything that may embarrass or expose them and always respect their time and choices. *[You're allowed to ask a colleague on a date only once. If they say 'no' or give an ambiguous answer, don't ask again.]*

If a colleague is persistent in flirting with you and becomes annoying or disturbs your work, ask them to stop and inform your Supervisor. Please report them to the General Manager (or the Chairperson where the behaviour is from the General Manager) if they make unwanted sexual advances. Sexual harassment is prohibited,

including seemingly harmless actions and will not be tolerated. For example, an employee who keeps flirting when their colleague who doesn't respond favourably is breaking the Equal Opportunities Policy. In this case, they will face disciplinary action. For more details on what constitutes sexual harassment and how to report it, please refer to our Equal Opportunities Policy.

When you begin dating a colleague

East Waste won't get involved in your private lives and will always be discreet. You don't need to tell us if you go on a few dates with a colleague or become involved for less than a month as long as there's no disruption in the workplace, your own work or a conflict of interest. But if your relationship lasts longer than a month please inform the General Manager. We want to be aware of these relationships so we can better handle gossip or conflicts of interest. Amendments to existing working arrangements may be made.

Also, make sure to:

- Keep your personal issues and discussions out of the workplace;
- Be productive and focused as always. If you find that your work is affected by dating a colleague, seek counselling from your Manager, or our Employee Assistance Program.

Acceptable behaviour

We expect you to always behave appropriately and follow our Behaviour Standards Policy. This means you and your partner shouldn't behave in a way that:

- Hinders our operations;
- Embarrasses your colleagues; or
- Distracts your colleagues from their duties.

Examples of acceptable behaviour are:

- Passing by your partner's office to talk to them for a short time;
- Discussing your joint vacation plans during breaks; or
- Coming to and leaving from work together.

Examples of unacceptable behaviour are:

- Arguing in the workplace;
- Kissing or touching inappropriately in front of colleagues or clients;

- Exchanging an excessive number of instant messages or calls during working hours; or
- Boasting about or discussing your relationship in your colleagues' presence.

Employees who exhibit unacceptable behaviour will face progressive discipline.

After you stop dating a colleague

If your relationship ends, maintain professionalism and ensure you won't disrupt our workplace. You must not badmouth your former partner, sabotage their work or reveal any intimate details. All these break our Behaviour Standards Policy about respect in the workplace and you will face disciplinary action. If your former partner behaves this way, report them to the GM and we will investigate as soon as possible.

If you're facing emotional or psychological issues, *ask about our Employee Assistance Program*.

Dating Supervisors

Dating Supervisors, or direct subordinates presents a raft of additional matters that must be managed to mitigate favouritism and conflicts of issue. In any Organisation this presents challenges and particularly in a small Organisation like East Waste. While Supervisors (including Board and Committee Members) dating subordinates or engaging in casual sexual relationships is not prohibited, it is strongly discouraged and must be brought to the immediate attention of the General Manager (or Chair if it involves the General Manager). Should the relationship extend beyond two months, no alternate reporting pathway can be facilitated and a genuine conflict of interest is present, the Supervisor may be requested to resign or standdown from their position (where possible). Subordinate employees in the relationship will not face demotion, victimization or loss of benefits.

When one of the former partners becomes a Supervisor

If an employee gets promoted or transferred from another department, they may find themselves managing a colleague they used to date or were involved with. In this case, either of the two should advise the General Manager (or Chair where the position involves the General Manager), with responsibility resting with the Supervisor.

When managing a former partner, you must be extra careful with how you behave towards them. You are not allowed to favour or retaliate against them. You should do everything possible to prove that you are treating every team member in a fair and professional way. Document every information or incident necessary for performance reviews and ask for your manager's advice if you need to discipline or reward your former partner.

Couples who are married or in a domestic partnership

The following guidelines address employees who are already married, have a domestic partner or other long-term relationship.

If you're the hiring manager for your team, you're not allowed to consider your spouse or partner for hiring. Doing so might raise questions of favouritism in the hiring process. You are allowed to refer your partner to other teams or departments where you don't have any managerial authority.

Our company's commitment about romantic relationships in the workplace

Just like we expect employees to comply with our policy, we have responsibilities that we're committed to fulfil. We will:

- Enforce this policy equally to all employees including senior management; and
- Treat everyone equally when taking disciplinary action without discriminating against protected characteristics; and
- Prohibit victimization, violence and retaliation of any kind; and
- Examine each case separately and consider all aspects and perspectives before making decisions.

All of us must follow our Equal Opportunities Policy and Behaviour Standards Policy at all times.

END.

8.5: EDUCATION REPORT

REPORT AUTHOR: Education & Promotions Coordinator

ATTACHMENTS: A: EDUCATION STATISTICS

Purpose of the Report

To provide the Board with an update of the education and promotional activities currently being delivered by East Waste with the view to expand on activities and initiatives that align with the strategic objectives as detailed in Object 3 of the Strategic Plan 2030; *Provide leading and innovative waste behaviour change/education.*

Background

The *Why waste it?* campaign and supporting *Which Bin?* website was developed by East Waste and officially launched in March 2017 with a key focus on ways to avoid, reduce, reuse, recycle and compost materials (based on the waste hierarchy principals). The campaign also focused on key contamination issues. This is also supported by a range of printed resources, bus shelter and street signage campaigns.

Due to the success and appeal of the campaign, Green Industries SA adopted the *Which Bin?* website in May 2019 and developed a new branded 'Which Bin? Just ask Vin' campaign.



East Waste has continued to work closely with Green Industries SA to develop key campaign messages, website content, weekly tips and printable resources which are now delivered to Councils across the state.

Education messages are aligned with priorities in diverting food waste. Eg. '*Food scraps? Which Bin? Catch 'em in a caddy. Feed 'em to the Green Bin*'

The use of bright colours, clear graphics, simple and clear 'call to action' messages along with the clever use of humour and catchy phrases, are all important elements in the success and appeal of the campaign. The use of clear and bold graphics also assists to overcome language barriers.

Messages align and link with relevant national and international initiatives and events such as International Compost Awareness Week, Stop Food Waste Day, National Recycling Week and Plastic Free July.

Reinforcement of relevant key messages through repetition and continuity helps to build mental availability and build knowledge about best practice. These messages are promoted widely and through a multitude of promotional and advertising platforms including broad reach media with TV advertising through Green Industries SA's *Which Bin?* as Vin advertising campaign.

At the June 2020 Board meeting the Board resolved (in part):

2020/21 ANNUAL BUSINESS PLAN & BUDGET

Moved Mr Bradley that the Board endorses the 2020/21 Annual Business Plan and revised Budget as presented in Attachment A, noting that an increase to the Education budget is to be considered through the quarterly budget review process.

Seconded Cr Carbone

Carried

Report

The following table presents the key education delivery messages and mediums and where possible statistical reach data.

Method of delivery	Education delivered	Residents reached and impact
Which Bin? website and tips	Items lookup tool, A-Z directory, tips and videos promoted by Green Industries with a new 'Which Bin? Just ask Vin' campaign. Foundations developed by East Waste.	Website and campaign is delivered state-wide
East Waste and Council websites	The East Waste and Council websites are regularly updated with recycling and waste information. Relevant publications, news articles and links are also published on these websites.	Council websites are an important source of information for residents and have been identified as one of the main ways residents seek information on waste and recycling.
My Local Services app - weekly push notifications received with bin collection reminders	Waste reduction and recycling tips are delivered each week through the My Local Services app at 6pm on 'bin night' – allowing delivery of education timed when waste disposal behaviour is taking place. Public Holiday collections and other important waste collection information is also promoted through these notifications.	As of 1 May 2021: 16,038 East Waste residents now receive the tips each week
Social Media (mostly Facebook)	Weekly tips replicating those going out through the MLS app, relevant events, public holiday collections and other important information published. These are promoted through East Waste's and each of our Council's social media platforms.	2,154 followers. Average monthly reach on Facebook 27,000 with 5,900 engagements (this figure does not include the additional reach within our 7 member Councils SM platforms, who also post and share the weekly tips and other SM content.)

<p>Community event education stalls and bin monitoring</p>	<p>Education stalls allow for face-to-face delivery of education and resources. Residents can get their questions and concerns answered first hand and collect printed resources including bin stickers and fact-sheets. The mini-bin game provides an attractive fun element and effective learning tool for children and adults. Mini-bins are provided as prizes for additional incentive. Kitchen caddies and compostable bags are also provided for residents at the stalls.</p> <p>Bin monitoring allows for education to be delivered at the point that waste disposal behaviour is taking place. This usually includes being dressed up as a slice of pizza, taco or other food item to add a fun and humorous element to the activity. Bin monitoring is an essential element to minimising contamination in the bins and maximising waste diversion at events.</p>	<p>Average of 250 people visit the education stall per event x 21 events this year = 5,250</p> <p>Bin monitoring has been key to achieving a 90% diversion rate with minimal contamination at Campbelltown City Council's Moonlight Market events.</p>
<p>Event bin signage, food vendor education and signs</p>	<p>The 'Event Education and Waste Management Tool Kit' has been provided to all councils to assist with maximising resource recovery and minimising contamination and waste at events. The toolkit was updated this year to include details about the single use plastic ban on plastic cutlery, straws, stirrers.</p> <p>Key elements of this includes advice and guidance to stall holders on the requirements of providing 100% compostable or recyclable takeaway items. Vendors are also supplied with stall signage indicating 'which bin' their specific takeaway items should go into.</p> <p>Bin stickers and above bin corflute signs have been provided to Councils to allow patrons to identify which bin to use and guide correct disposal behaviour. The large signs use clear graphics and bright colours to ensure maximum visibility and most patrons stop to read and adhere to them.</p>	<p>All Councils have been provided with the toolkit and use the bin stickers and or signs at Council events.</p>

‘Which Bin? Wednesdays’ Radio segment on Coast FM	Segment was run twice per month April 2020-21 (in response to covid-19 restrictions on other community outreach). It is now delivered once per month discussing the latest recycling news stories, initiatives and important topics such as food waste. Listeners are also given the opportunity to call in with their ‘Which Bin?’ questions.	Current listening audience exceeds 87,000 weekly listeners (not specific to East Waste Council areas, but mostly within SA)
Council Newsletter and E- News	Regular articles are featured in quarterly newsletters for 5 member Councils (those who still print them) as well as in monthly and weekly E-news bulletins. Topics are themed aligning with key initiatives, significant events and seasonal themes.	Reach is dependent on the Council, publishing method used and frequency of the publication. All publications are available online via Council websites.
Why waste it?/Which Bin? education sessions/presentations	Cover topics of ‘avoid, reduce, reuse, recycle and compost’ and the correct disposal of items	15 sessions delivered this year
Talks/presentations linked to National/International events and campaigns	International Compost Awareness Week (ICAW), Plastic Free July and National Recycling Week	An average 30 people attend with 16 presentations delivered this year = 500 residents
Static information displays	Displays delivered for National Recycling week, International Compost Awareness Week and Plastic Free July. Banners, posters, display props, flyers and stickers provided to Councils to display in the Customer Service area, foyer and libraries	10 displays delivered with more planned for Plastic Free July.
Shopping Centre Displays	Offered to Councils however not as much uptake this year due to covid restrictions however we will have a ‘food/kitchen caddy/green bin’ focused stall at Mitcham Shopping Centre on 7 July during school holidays.	
Printed resources	Pull up banners, flyers, booklets, kerbside bin stickers, school bin stickers, event bin stickers and signage, factsheets, calendars, magnets and no junk mail stickers are provided for all Councils. These are distributed through event stalls, customer service desk, displays, mail outs and online orders through our website. Resources are also used in response to contaminated bin reports and bin tagging programs.	All Councils are provided with printed resources on request within a printing budget.

Rates notice flyers	All Councils were encouraged to include a 'Don't waste your rates' flyer with a focus on the dollar savings that could be gained by Council if residents use a kitchen caddy and correctly disposing of food and compostable items in the green bin. NPSP took up the suggestion, developing a flyer in collaboration with East Waste	This was placed in the fourth quarter rates notices and has resulted in over 600 kitchen caddy ordered in just one month.
Bus shelter and street signage (street banners and signs)	These have not been delivered this year however we plan to do this in collaboration with GISA/Which Bin? This was delivered mostly during 2017-2019, which had good reach (see Adshel MOVE reports) and great feedback/recognition from residents and our Councils at the time. It is recommended that we get some more analysis on this and their value/ROI as they are a significant investment.	Campaign reached approx. 90.3% of the target audience an average of 10.8 times throughout the duration of the campaign (2 weeks) within the target Council areas.

The breadth of messaging and mediums across the East Waste education and behaviour change program is extensive. Utilising the data from recent audits and reviews East Waste will shortly review the program and where identified, refine messaging and delivery modes to ensure we continue to maximise the return on investment.

RECOMMENDATION

The Board note & receives the report.

8.6: Annual Plan Progress Report

REPORT AUTHOR: General Manager

ATTACHMENTS: A: Annual Plan Implementation Summary

Purpose of the Report

To provide the Board with an update on the implementation of the activities endorsed in the 2020/21 Annual Plan.

Background

At the June 2020 Board meeting the Board resolved (in part):

2020/21 ANNUAL BUSINESS PLAN & BUDGET

Moved Mr Bradley that the Board endorses the 2020/21 Annual Business Plan and revised Budget as presented in Attachment A, noting that an increase to the Education budget is to be considered through the quarterly budget review process.

Seconded Cr Carbone

Carried

Report

The attached matrix (refer Attachment A) provides a snapshot update as to the progress of the Annual Plan activities.

This is a standing item on the Board Agenda.

Recommendation

That the report be received and noted.

Annual Plan Implementation Summary Matrix

Activity Code	Activity	10YR Business Plan Link	Metric	Status
G1	Implementation of a compliant Records Management System	2.3.3	<i>State Records Act 1997</i> Compliant Records Management System integrated into business activities.	Project Progressing towards completion by September 2021.
OM1	Continue & Expand Existing Core Services	1.3 2.4.1	Expansion of existing Service Provisions are investigated and undertaken in a financially sustainable & beneficial manner to existing Member Councils.	Completed - Ongoing Assessment & offerings. Number of external contracts investigated.
OM2	Upgrade Fleetmax to Waste Track2 and computer hardware/cloud server	2.4.2	Systems installed to deliver optimal Customer Service and reporting capabilities.	Preliminary Waste Track2 functions being rolled out and utilised.
OM3	Purchase of replacement RACVs	2.4.7	Replacement of collection vehicles in accord with AMP to ensure operational needs are met.	Completed. All truck received. <ul style="list-style-type: none"> • 5 & diesel-powered RACVs • 1x small rear loader (Litter bin truck)
OM4	Investigate opportunities for increased reuse of Hard Waste material	2.4.5	Presentation to Member Councils of financially sustainable & environmentally responsible contract offer which meets their business needs.	Trial with a Member Council being investigated. Activity to be undertaken in first quarter of new financial year.

Activity Code	Activity	10YR Business Plan Link	Metric	Status
C1	Implementation of Kerbside Services Plan	2.5.2	Implementation of Year 1 Actions of endorsed a of a long-term integrated behavior change Program, designed to reduce waste to landfill and contamination levels.	On hold until completion of Education Review (C3).
C2	Continued implementation of 'Why Waste It?' Program	2.5.2	Rollout of <i>Why Waste It?</i> campaign to complement statewide education and service the needs of Member Councils.	Ongoing
C3	Review of East Waste's Education Program	2.5.2	Review undertaken and report presented to Council for consideration ahead of 2021/22 budget setting.	Completed.
C4	Advocacy/Leadership	2.4.6	Tangible advocacy and leadership examples across the year on waste matters of significance to Member Councils.	GM Member of National Local Government Waste Advisory Group GM & Education Coordinator presenting at Nation Waste Conference (& GM Chairing x3 sessions)
WS1	Independent Truck Fleet Audit	2.6.2	All trucks audited and identified issues corrected to ensure safe and compliant fleet.	Completed – no major defects identified.
WS2	Implementation of the 2019 Risk Management Evaluation Plan	2.3.3	All actions implemented in timely manner.	Risk Management Policy and Risk Management Framework, endorsed – actions for completion underway.
FM1	Cost benefit analysis of services	2.3.4	Review undertaken and report presented to Council for consideration ahead of 2021/22 budget setting.	80% completed. Issue accessing reliable data sets. .