



**EASTERN WASTE MANAGEMENT AUTHORITY
SPECIAL BOARD MEETING**

Thursday 9 April 2020

Notice is hereby given that a Special meeting of The Board of the Eastern Waste Management Authority will be held via Zoom Conference on Thursday 9 April 2020, commencing at 4:00pm.

A handwritten signature in blue ink, appearing to read 'Rob Gregory', with a long horizontal flourish extending to the right.

**ROB GREGORY
GENERAL MANAGER**



EASTERN WASTE MANAGEMENT AUTHORITY

AGENDA

ORDINARY MEETING OF THE BOARD OF MANAGEMENT

Meeting to be held on Thursday 9 April 2020 commencing at 4:00pm

Via Zoom Conference

1. PRESENT

2. APOLOGIES

3. CONFLICTS OF INTEREST

4. CONFIRMATION OF THE MINUTES

RECOMMENDED: 1. That the Minutes of the Eastern Waste Management Authority Ordinary Board Meeting held on Thursday 20 February 2020, be received, confirmed, and adopted.

5. MATTERS ARISING FROM THE MINUTES

6. QUESTIONS WITHOUT NOTICE

7. REPORTS

7.1 COVID-19 CONTINGENCY PLANNING OPERATING PRINCIPALS..... pg.1

8. CONFIDENTIAL REPORTS

Nil

9. OTHER BUSINESS

10. NEXT MEETING OF THE BOARD

The next Board Meeting is scheduled to be held on:
Thursday 30 April 2020, commencing at 5:30pm, via Zoom Conference

11. CLOSURE OF MEETING

7.1: COVID-19 CONTINGENCY PLANNING OPERATING PRINCIPLES

REPORT AUTHOR: General Manager

ATTACHMENTS: A: Contingency Planning Operating Principles

Purpose of the Report

To seek the East Waste Board's (the Board) endorsement of a range of current and future operating principles should they be required in response to the unfolding Coronavirus pandemic.

Background

To date, in response to COVID-19, East Waste Management have implemented a number of escalating changes to its standard operating procedures which have all been designed to protect the health and welfare of staff and their families. In addition, these measures have been implemented to preserve the operational integrity of our service functions, recognising the importance of continued collections, across all streams throughout the duration of this pandemic.

Report

COVID-19 to date has required swift and decisive decision making in order to protect the health of staff, ensure the continued integrity of operations and to comply with State and Federal directions. It is expected that this will continue. In order to provide clear direction and a shared understanding between Administration, the Board and Member Councils of current and possible future decisions, a suite of Contingency Operating Principles have been established (refer Attachment A).

The decisions and changes to date have largely been operational and have not impacted upon service delivery. It is East Waste's goal to provide uninterrupted service for the duration of the pandemic, however, should a critical number of staff contract the virus or be forced to self-isolate, retention of the current service delivery standard cannot be guaranteed. As such Administration draws the Board's attention particularly to *Operating Principle 4 – Reduction of Service*, which would guide a contraction of service.

Further information, background and advice on each of the principles will be provided at the meeting. It is expected that the Operating Principles will be fluid and may need to be adjusted in response to the changing nature of Coronavirus. Administration will endeavour to seek Board approval on any changes of significance prior to implementation.

Recommendation

That the Board:

1. Endorses the *COVID_19: Contingency Planning Operating Principles* as presented in Attachment A, as a guiding document for the Organisation's response to the COVID-19 pandemic.
2. Instructs Administration to provide each Member Council with a copy of the *COVID_19: Contingency Planning Operating Principles* as presented in Attachment A.

COVID-19: Contingency Planning Operating Principles

CONTEXT

To date, in response to the COVID-19 pandemic, East Waste Management have implemented a number of escalating changes to its standard operating procedures which have all been designed to protect the health and welfare of staff and their families. In addition, these measures have been implemented to preserve the operational integrity of our service functions, recognising the importance of continued collections (regardless of whether we are officially recognised as an essential service or not), across all streams throughout the duration of this pandemic.

To date, it has been a necessity to implement swift and decisive actions and we anticipate that this will continue. This will limit the ability of Administration to consult with the Board and/or our Member Councils ahead of implementing those changes. We acknowledge the need to consult and actively communicate and will endeavor to do this to the full extent, wherever time permits, however anticipate that at times this will not always be possible. To assist Administration, the Board and our Member Councils in dealing with this unfolding situation, the following Guiding Principles have been established.

1. Safety & Welfare first

East Waste acknowledges the vital service it provides, the increased reliance the community have on our service (with a large section of the population now working from home), and the importance of regularity in service collections. While very effort has and will continue to preserve this, at no time will the safety, an undue exposure risk to COVID-19, or breach of the National Heavy Vehicle Regulations (NHVR) be prioritised over service delivery.

2. Commitment to preservation of employment

At a time of mass job losses across the world, East Waste is in the fortunate position whereby all staff are required and can remain gainfully employed. In the unlikely event an employee's role becomes redundant, East Waste will seek to redeploy staff into value-adding roles across the Organisation.

Any consideration of industrial relations or human resource impacts on East Waste staff i.e. in the event certain staff were required to be stood down for example, then an approach of compassion and equity is the guiding principle in the handling of these matters.

3. Commitment to Service Delivery

Acknowledging Principle 1 listed above, East Waste is committed to ensuring seamless service delivery across all Member Councils. The key risk is one or more of our Drivers being required to isolate for medical reasons. Processes were implemented early to minimise exposure across the driving fraternity and this will continue to match operational needs, SA Health advice and State and Federal Government requirements as needed. Other risk mitigation measures implemented include:

- Reciprocal labour and fleet sharing arrangements with the private kerbside collection Contractors in Adelaide (Suez, Solo & Cleanaway);
- Amendment of Mechanics working hours to allow majority of servicing occurs after hours and therefore maximise truck availability during key collection hours;
- Sought individual Council concession for flexibility and a relaxation of standard waste collection hours, as currently prescribed in the *Local Nuisance and Litter Control Act 2016*;
- Lodgement of request with National Heavy Vehicle Regulator for driving hour flexibility; and,
- Administration working remotely, where able and in parallel teams;

4. Reduction of Service

In the event that East Waste cannot continue to perform all services to current standards due to a reduction in the number of Drivers available, the following hierarchy (in a cascading approach) will be used to guide service reductions:

1. Redeployment of staff where possible;
 2. Access skilled casual labour hire pool (limited);
 3. Defer the taking of leave and RDO, other than exceptional circumstances;
 4. Increase collection hours (overtime) and working days (ie Saturday) to ensure completion of weekly schedule;
 5. Apply to the NHVR for driving exemptions;
 6. Deferment of hard waste collections;
 7. Seek industry labour sharing support;
 8. Increase collections to 7 days per week, where possible (noting NHVR);
 9. Defer Organics collection to monthly;
 10. Defer Recycling collections to monthly;
 11. Defer waste collections to fortnightly (with Government approval);
 12. Cease Organics collections; and
 13. Cease Recycling collections.
- Note: street and kerbside litter collection is not listed above. We have already noted a reduction in the need for public place litter collection and are adjusting collection frequencies as a result, however increased on-street car parking (which negates the larger standard waste collection vehicles from traversing narrow streets) is requiring the use of the litter truck for kerbside collections.

5. Active Commitment to Communications with Board and Member Councils

East Waste is committed to ensuring the Board, our Member Councils and the community (where service delivery is impacted) stay informed of key decisions and service variations. East Waste will maintain timely and relevant communication and updates, particularly around amendment to service directly with Councils. For service amendments, every endeavor will be made to communicate this decision as far as possible ahead of any changes.

6. Member Council Fee Reductions

Should East Waste be required to reduce or vary collection service levels, as detailed in Operating Principle 4 (above), this in turn would equate to less time being spent servicing Member Councils and in all likelihood a variation in collection costs attributable to the Member Councils. Should this be realised, East Waste would seek to manage any adjustments in fees payable by Member Councils equitably as per the requirements set out in the *East Waste Charter* and the *Treasury Management Policy*, following the End of the Financial Year Audit.