



**EASTERN WASTE MANAGEMENT AUTHORITY  
ORDINARY BOARD MEETING**

**Thursday 26 November 2020**

Notice is hereby given that a meeting of The Board of the Eastern Waste Management Authority will be held in the Mayor's Parlour, City of Norwood, Payneham & St Peters, 175 The Parade, Norwood, on Thursday 26 November 2020, commencing at 6:00pm.

A handwritten signature in blue ink, appearing to read 'Rob Gregory'.

**ROB GREGORY  
GENERAL MANAGER**



**EASTERN WASTE MANAGEMENT AUTHORITY**

**AGENDA**

**ORDINARY MEETING OF THE BOARD OF MANAGEMENT**

**Meeting to be held on Thursday 26 November 2020 commencing at 6:00pm,  
at the City of Norwood, Payneham & St Peters, 175 The Parade, Norwood**

**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 24 September 2020, be received confirmed, and adopted.
  - 2.** That the Minutes of the Eastern Waste Management Authority Audit and Risk Management Committee Meeting held on Wednesday 18 November 2020, be received, confirmed and adopted.
  - 3.** That the Minutes of the Eastern Waste Management Authority General Manager Performance Review Committee Meeting held on Wednesday 2 November 2020, be received, confirmed and adopted.

**5. MATTERS ARISING FROM THE MINUTES**

**6. QUESTIONS WITHOUT NOTICE**

**7. REPORTS**

|     |   |              |
|-----|---|--------------|
| 7.1 | <i>FINANCIAL STATEMENTS: BUDGET REVIEW 1</i> .....    | <i>pg.12</i> |
| 7.2 | <i>LONG TERM FINANCIAL PLAN</i> .....                 | <i>pg.19</i> |
| 7.3 | <i>TREASURY MANAGEMENT PERFORMANCE REPORT</i> .....   | <i>pg.26</i> |
| 7.4 | <i>UNREASONABLE COMPLAINTANT CONDUCT POLICY</i> ..... | <i>pg.28</i> |
| 7.5 | <i>BOARD SUB-COMMITTEE APPOINTMENTS</i> .....         | <i>pg.38</i> |
| 7.6 | <i>2021 MEETING SCHEDULE</i> .....                    | <i>pg.39</i> |
| 7.7 | <i>ANNUAL PLAN UPDATE</i> .....                       | <i>pg.40</i> |

**8. CONFIDENTIAL REPORTS**

8.1 *INDEPENDENT MEMBER APPOINTMENT TO AUDIT & RISK MANAGEMENT  
COMMITTEE .....pg.43*

8.2 *GENERAL MANAGER PERFORMANCE REVIEW .....pg.65*

**9. OTHER BUSINESS**

**10. NEXT MEETING OF THE BOARD**

The next Board Meeting is scheduled to be held on:  
February 2021 (Indicative)

**11. CLOSURE OF MEETING**

# EastWaste

## MINUTES OF THE ORDINARY BOARD MEETING OF THE EASTERN WASTE MANAGEMENT AUTHORITY

Held on Thursday 24 September 2020 at 6:26pm, at the Mayor's Parlour, City of Norwood,  
Payneham & St Peters, 175 The Parade, Norwood

### 1. PRESENT

#### Directors:

|                     |  |
|---------------------|--|
| Mr F Bell           | Independent Chairperson                |
| Mr P Di Iulio       | Campbelltown City Council              |
| Cr J Carbone        | City of Burnside                       |
| Mayor H Holmes-Ross | City of Mitcham                        |
| Mr M Barone         | City of Norwood, Payneham & St Peters  |
| Mr S Bradley        | City of Prospect                       |
| Cr L Green          | Adelaide Hills Council                 |
| Cr R Ashby          | Corporation of the Town of Walkerville |

#### In Attendance:

|                 |  |
|-----------------|--|
| Mr R Gregory    | General Manager                            |
| Mr S Raymond    | Manager, Corporate Services                |
| Ms K Vandermoer | Finance & Executive Administration Officer |
| Mr J Jovicevic  | Dean Newbery & Partners                    |
| Mr D Papa       | Bentleys (Auditor)                         |

### 2. APOLOGIES

Nil

### 3. CONFLICTS OF INTEREST

Nil

### 4. CONFIRMATION OF THE MINUTES

Moved Cr Green that the Minutes of the Eastern Waste Management Authority Ordinary Board Meeting held on Thursday 25 June 2020, be received confirmed, and adopted.

Seconded Mr Bradley

**Carried**

Moved Cr Green the Minutes of the Eastern Waste Management Authority Audit and Risk Management Committee Meeting held on Wednesday 16 September 2020, be received, confirmed and adopted.

Seconded Mr Bradley

**Carried**

### 5. MATTERS ARISING FROM THE MINUTES

Nil

**6. QUESTIONS WITHOUT NOTICE**

Nil

**7. REPORTS**

**7.1 EAST WASTE FINANCIAL STATEMENTS YEAR ENDING 30 JUNE 2020**

**RECOMMENDATION**

Moved Cr Ashby that the Board authorise the Chairman and General Manager to sign the Financial Statements as presented in Attachment A and provide to Member Councils.

Seconded Mr Barone

**Carried**

*Mr Papa left the meeting 6:37pm.*

**7.2 REGULATION 10 FINANCIAL REPORT 2020**

**RECOMMENDATION**

Moved Cr Green that the Board endorse the Regulation 10 Financial Report as presented in Attachment A.

Seconded Mayor Holmes-Ross

**Carried**

**7.3 DRAFT ANNUAL REPORT 2019/2020**

**RECOMMENDATION**

Moved Mr Barone that the Board endorses the final draft of the 2019/2020 East Waste Annual Report and authorises East Waste's General Manager to distribute to Member Councils, upon the audited financials being included in the final version.

Seconded Cr Carbone

**Carried**

**7.4 RISK MANAGEMENT FRAMEWORK**

**RECOMMENDATION**

Moved Mr Barone that the Board:

1. Endorse the updated *East Waste Risk Management Policy*, as presented in Attachment A.
2. Endorse the updated *East Waste Risk Management Framework*, as presented in Attachment B.

Seconded Cr Green

**Carried**

## **7.5 EAST WASTE STRATEGIC PLAN 2020-30 CONSULTATION REVIEW**

### **RECOMMENDATION**

Moved Cr Carbone that the Board:

1. Notes and receives the feedback received from stakeholders; and
2. Endorses the *East Waste Strategic Plan 2020-30*, as presented in Attachment A, as East Waste's ten-year Business Plan.

Seconded Mayor Holmes-Ross

**Carried**

## **7.6 PRUDENTIAL MANAGEMENT POLICY REVIEW**

### **RECOMMENDATION**

Moved Cr Ashby that the Board endorse the DRAFT Prudential Review Policy as presented in Attachment A.

Seconded Mr Barone

**Carried**

## **7.7 COMPLAINT HANDLING POLICY**

### **RECOMMENDATION**

Moved Cr Green that the Board:

1. Endorse the DRAFT Complaint Policy as presented in Attachment A.
2. Direct East Waste Administration to develop a DRAFT Persistent Complainant Policy, to be tabled before the East Waste Board at their November 2020 meeting.

Seconded Mr Bradley

**Carried**

## **7.8 RESPONSE TO STATE GOVERNMENT WASTE STRATEGY 2020-2025**

### **RECOMMENDATION**

Moved Mr Di Iulio That the Board note the response, as presented in Attachment A, to South Australia's draft Waste Strategy 2020-2025: A Vision for a Circular Economy.

Seconded Mayor Holmes-Ross

**Carried**

## **7.9 RESPONSE TO STATE GOVERNMENT FOOD WASTE STRATEGY**

### **RECOMMENDATION**

Moved Cr Green That the Board note the response, as presented in Attachment A, to *South Australia's draft Food Waste Strategy 2020-2025: Valuing our Food Waste*.

Seconded Cr Ashby

**Carried**

## 7.10 ANNUAL PLAN PROGRESS REPORT

### RECOMMENDATION

Moved Mr Barone that the Board receive and note the report.

Seconded Cr Green

**Carried**

### 9. OTHER BUSINESS

Moved Mr Barone that the Board acknowledge Mr. Tim Muhlhausler for his valued and articulate contribution throughout his term on the East Waste Audit & Risk Management Committee.

Seconded Mayor Holmes-Ross

### 10. NEXT MEETING OF THE BOARD

The next ordinary Board Meeting is scheduled to be held on Thursday 26 November 2020, at 5:30pm, at the City of Norwood, Payneham & St Peters.

### 11. CLOSURE OF MEETING

There being no further business the meeting closed at 7:01pm.

DATE: \_\_\_\_\_

CHAIRPERSON: \_\_\_\_\_

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

Held on Wednesday 18 November 2020, via Zoom.

Meeting opened at 8:30am.

### 1. PRESENT

|                  |                         |
|------------------|-------------------------|
| Mr F Bell        | Independent Chairperson |
| Mr T Muhlhausler | Independent Member      |
| Ms S Di Blasio   | Independent Member      |
| Mr M Barone      | Committee Member        |
| Cr L Green       | Committee Member        |

### IN ATTENDANCE

|                   |  |
|-------------------|--|
| Mr R Gregory      | General Manager                            |
| Mr S Raymond      | Manager, Corporate Services                |
| Miss K Vandermoer | Finance & Executive Administration Officer |
| Mr J Jovicevic    | Dean Newbery & Partners                    |

### 2. APOLOGIES

Nil

### 3. CONFLICTS OF INTEREST

Mr Jovicevic raised a perceived conflict of interest in item 8.1, due to his professional relationship with one of the candidates.

Cr Green raised a perceived conflict of interest in item 8.1, due to her association with Adelaide Hills Council.

Mr Muhlhausler raised a perceived conflict of interest in item 8.1, due to his position on the City of Mitcham Audit & Risk Management Committee.

### 4. CONFIRMATION OF THE MINUTES – 16 September 2020

Moved Cr Green that the Minutes of the previous meeting held on Wednesday 16 September 2020 be received and noted.

Seconded Mr Muhlhausler

**Carried**

### 5. MATTERS ARISING FROM THE MINUTES

Nil

### 6. QUESTIONS WITHOUT NOTICE

Nil



## **7. REPORTS**

### **7.1 FINANCIAL REPORT – BUDGET REVIEW ONE**

#### **RECOMMENDATION**

Moved Mr Muhlhausler The Committee notes and accepts the forecasted end of year FY2021 Operating Surplus increase of \$26,000 associated with the 2020/21 Budget Review One and recommends to the Board for endorsement.

Seconded Ms Di Blasio

**Carried**

*Mr Barone entered the meeting at 8:41am.*

### **7.2 LONG TERM FINANCIAL PLAN**

#### **RECOMMENDATION**

Moved Mr Muhlhausler that The Committee recommend that the Long Term Financial Plan assumptions and financial statements, as presented in Attachment A, are endorsed for inclusion in a public facing document and presentation to the East Waste Board.

Seconded Cr Green

**Carried**

*Item 8.1 was brought forward for discussion.*

## **8. CONFIDENTIAL REPORTS**

### **8.1 AUDIT & RISK COMMITTEE INDEPENDENT MEMBER TERM EXPIRY**

#### **RECOMMENDATION 1**

Moved Mr Muhlhausler that Pursuant to Section 90(2) and (3) of the Local Government Act, 1999 the East Waste Audit & Risk Management Committee orders that the public, with the exception of the East Waste staff present, be excluded from the meeting on the basis that the East Waste Audit & Risk Management Committee will receive, discuss and consider:

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

and the East Waste Audit & Risk Management Committee is satisfied that, the 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 Ms Di Blasio

**Carried**

### **RECOMMENDATION 3**

Moved Mr Barone that Under Section 91(7) and (9) of the Local Government Act 1999 the East Waste Audit & Risk Management Committee orders that the attachment 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 Ms Di Blasio

*Cr Green left the meeting at 8:56am.*

## **7.3 TREASURY MANAGEMENT PERFORMANCE REPORT**

### **RECOMMENDATION**

Moved Mr Muhlhausler that The Committee recommend that the Performance Report as presented in Attachment A is endorsed and presented to the East Waste Board.

Seconded Ms Di Blasio

**Carried**

## **7.4 UNREASONABLE COMPLAINANT CONDUCT POLICY**

### **RECOMMENDATION**

Moved Ms Di Blasio that The Committee recommend that the DRAFT Unreasonable Complainant Conduct Policy, as amended in Attachment A, is endorsed for presentation to the East Waste Board.

Seconded Mr Muhlhausler

**Carried**

## **7.5 PROCEDURE VALIDATION – INCIDENT REPORTING AND INVESTIGATION PROCEDURE**

### **RECOMMENDATION**

Moved Ms Di Blasio that that the Committee note and receive the Procedure Validation Report.

Seconded Mr Barone

**Carried**

## **7.6 2021 MEETING SCHEDULE**

### **RECOMMENDATION**

Moved Mr Barone that that the Committee note and receive the Report.

Seconded Ms Di Blasio

**Carried**

## **9. OTHER BUSINESS**

Mr Bell informed the Committee of Mr Mario Barone's upcoming term expiry as a Board Director of East Waste. He acknowledged Mr Barone's invaluable contribution to both the Audit & Risk Management Committee, and East Waste Board throughout his appointment.

Mr Bell also acknowledged Mr. Tim Muhlhausler for his valued and articulate contribution throughout his term on the East Waste Audit & Risk Management Committee and noted he will be a significant loss to the Committee and East Waste.

**10. NEXT MEETING OF THE AUDIT AND RISK MANAGEMENT COMMITTEE**

The next Audit and Risk Management Committee Meeting is scheduled to be held in February 2020 (indicative).

**11. CLOSURE OF MEETING**

There being no other business the meeting closed at 9:09am.

**PRESIDING MEMBER**

\_\_\_\_\_

**DATE**

\_\_\_\_\_



**MINUTES OF THE MEETING OF THE  
GENERAL MANAGER PERFORMANCE DEVELOPMENT AND REVIEW COMMITTEE  
OF THE EASTERN WASTE MANAGEMENT AUTHORITY**

Held on Monday 2 November 2020, commencing at 3:00pm, via Zoom.

Meeting opened at 3:00pm.

**1. PRESENT**

|                     |                         |
|---------------------|-------------------------|
| Mr F Bell           | Independent Chairperson |
| Mr M Barone         | Committee Member        |
| Mayor H Holmes-Ross | Committee Member        |

**2. APOLOGIES**

Nil

**3. CONFLICTS OF INTEREST**

Nil

**4. CONFIRMATION OF THE MINUTES – 4 June 2020**

Moved Mayor Holmes-Ross that the Minutes of the East Waste General Manager Performance Review Committee Meeting held on Wednesday 4 June 2020, be received, confirmed, and adopted.  
Seconded Mr Barone **Carried**

**5. MATTERS ARISING FROM THE MINUTES**

Nil

**6. QUESTIONS WITHOUT NOTICE**

Nil

**7. ITEMS FOR DISCUSSION**

**7.1 FREQUENCY OF PERFORMANCE REVIEW**

Moved Mayor Holmes-Ross that The Committee agreed that the General Manager Performance Review should be undertaken either every 12 or 18 months.  
Seconded Mr Barone **Carried**

**7.2 TIMING OF PERFORMANCE REVIEW**

Moved Mayor Holmes-Ross that The Committee agree that:

1. The General Manager Performance Review is to occur in November each year following the adoption of the Audited Financial Statements.
2. The General Manager's next performance review should be scheduled for November 2021.

Seconded Mr Barone **Carried**

**7.3 REVIEW OF EXISTING CONTRACT TERMS AND CONDITIONS**

*This item was discussed in conjunction with Agenda item 7.4.*

**7.4 REVIEW OF EXISTING CONTRACT TERMS AND CONDITIONS**

Moved Mr Barone that The Committee recommend an extension of the General Manager’s Contract, subject to discussion of terms with the General Manager.

Seconded Mayor Holmes-Ross **Carried**

**7.5 REQUIREMENT FOR AN EXTERNAL CONSULTANT**

Moved Mayor Holmes-Ross that an external consultant should be retained to provide a sense of market independence in respect to the contract extension and its terms. An appropriate consultant will be selected through discussions with the General Manager.

Seconded Mr Barone **Carried**

**8. CONFIDENTIAL ITEMS FOR DISCUSSION**

Nil

**9. OTHER BUSINESS**

Nil

**10. NEXT MEETING**

The next East Waste General Manager Performance Review Committee Meeting is Scheduled to be held on:

November 2021 (indicative).

**11. CLOSURE OF MEETING**

There being no further business the meeting concluded at 3:36pm.

**PRESIDING MEMBER** \_\_\_\_\_

**DATE** \_\_\_\_\_

## 7.1: FINANCIAL REPORT – BUDGET REVIEW ONE

|                       |  |
|-----------------------|--|
| <b>REPORT AUTHOR:</b> | <b>General Manager</b>   |
| <b>ATTACHMENTS:</b>   | <b>A: Budgeted Statement of Comprehensive Income FY2021</b>          |
|                       | <b>B: Budgeted Balance Sheet as at 30 June 2021</b>                  |
|                       | <b>C: Budgeted Statement of Cash Flow FY2021</b>                     |
|                       | <b>D: Budgeted Statement of Changes in Equity FY2021</b>             |
|                       | <b>E: Budgeted Uniform Presentation of Finances Statement FY2021</b> |

### Purpose of the Report

To provide the Board with an opportunity to review the first review of the budgeted statutory Financial Statements (Budget Review One) for the financial year ending 30 June 2021 as prescribed by the Regulations.

### 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

Budget Review One shows as at 30 September an operating surplus of \$307,000 which is principally the result of several projects yet to commence and favourable fuel pricing. The budget forecasts a revised FY2021 Operating Surplus of \$37,000, which is a \$26,000 increase on the Original Adopted Budget. Table 1 summarises the year to date performance as at 30 September 2020 against full year budget for key material budget items being monitored by the Administration along with commentary regarding the proposed budget variations.

**Table 1: Key Budget Item Year to Date and End of Year Forecast**

| Item                     | YTD Actuals<br>(as at 30/09/2020) | Proposed Budget<br>Variation | Notes   |
|--------------------------|-----------------------------------|------------------------------|---|
| Bin Supply/Maintenance   | \$0.198M                          | \$-                          | Increased YTD costs principally due to the procurement of Kitchen Caddies and compostable bags for two key Member Council projects. Cost balanced through increased income.                                   |
| Additional Bins          | \$0.204                           | \$-                          | Second bin permits rolled out in first quarter of financial year. Increased costs balanced by income.   |
| Recycling Processing Fee | \$0.623M                          | \$-                          | Favourable rise and fall (comparative to budget) and contamination rates results in a reduced cost. Reduction in costs balanced by reduced income. Importantly overall favourable result for Member Councils. |
| Fuel, Gas & Oil          | \$0.282M                          | \$-                          | Depressed world oil markets as a result of COVID-19 have resulted in lower than budgeted fuel pricing. Expected to continue for at least the coming quarter.  |

Subject to the endorsement of the Long-Term Financial Plan (refer Report 7.2) and revised depreciation calculations of operational fleet, the favourable depreciation figure will be updated and reflected in the statements at Budget Review Two.

Of further note, the non-operating budget includes a \$60,000 increase associated with the Operations Office upgrade. The bulk of the additional costs are associated with increased manufacturing costs resulting from COVID. This will not increase the overall capital budget as the total truck replacement costs are less than budgeted (not shown in the associated statement).

East Waste’s operating cash balance is favourable, with an October closing cash balance of \$3.89M. This high balance is consistent with previous years and will be drawn down significantly over the coming months through loan repayments, wages and salaries, operational expenditure and ATO obligations.

The end of FY2019/20 Audit Management Report identified a high level of accrued annual leave. As advised by management, this was largely due to staff cancelling holidays and a preference for a “one-truck, one Driver” approach through COVID. While this has remained somewhat steps have been undertaken to reduce annual leave balances and Table 1 is provides some context on existing leave balances.

**Table 1: Breakdown of Staff Leave Entitlements (as at 4 November 2020)**

| <b>Weeks of Leave</b> | <b>% of Staff</b> |
|-----------------------|-------------------|
| <2                    | 31.13%            |
| 2 - 4                 | 41.37%            |
| 4 - 6                 | 20.68%            |
| 6 - 8                 | 5.10%             |
| 8 +                   | 1.72%             |

With the bulk of Operational staff having access to and taking Rostered Days Off and the ~7% of staff who have high balances being actively monitored, Management is comfortable that there are no excess working arrangements having an impact on the health and well-being of any employees. Of the 4 employees currently above 6 weeks leave, two of these are exceeding this level, by less than a day.

## **RECOMMENDATION**

**The Board notes and accepts the forecasted end of year FY2021 Operating Surplus increase of \$26,000 associated with the 2020/21 Budget Review One and recommends to the Board for endorsement.**

## EAST WASTE

## PROJECTED STATEMENT OF COMPREHENSIVE INCOME (BUDGET)

for the Financial Year Ending 30 June 2021

| FY2020          |  | FY 2021        | FY2021          |
|-----------------|--|----------------|-----------------|
| Audited Actuals |  | Adopted Budget | Proposed Budget |
| \$'000          |  | \$'000         | \$'000          |
|                 | <b>INCOME</b>                            |                |                 |
| 16,756          | User Charges                             | 17,635         | 17,635          |
| 21              | Investment income                        | 9              | 9               |
| -               | Grants, subsidies and contributions      | 30             | 30              |
| 677             | Other                                    | 794            | 794             |
| <b>17,454</b>   | <b>TOTAL INCOME</b>                      | <b>18,467</b>  | <b>18,467</b>   |
|                 | <b>EXPENSES</b>                          |                |                 |
| 5,851           | Employee Costs                           | 5,890          | 5,980           |
| 9,120           | Materials, contracts & other expenses    | 9,935          | 9,845           |
| 2,069           | Depreciation, amortisation & impairment  | 2,347          | 2,347           |
| 281             | Finance costs                            | 335            | 335             |
| <b>17,321</b>   | <b>TOTAL EXPENSES</b>                    | <b>18,506</b>  | <b>18,506</b>   |
| <b>133</b>      | <b>OPERATING SURPLUS / (DEFICIT)</b>     | <b>(39)</b>    | <b>(39)</b>     |
| 60              | Asset disposals & fair value adjustments | 50             | 76              |
| <b>193</b>      | <b>NET SURPLUS / (DEFICIT)</b>           | <b>11</b>      | <b>37</b>       |
| -               | Other Comprehensive Income               | -              | -               |
| <b>193</b>      | <b>TOTAL COMPREHENSIVE INCOME</b>        | <b>11</b>      | <b>37</b>       |



**EAST WASTE**  
**PROJECTED BALANCE SHEET (BUDGET)**  
for the Financial Year Ending 30 June 2021

| FY2020          |   | FY 2021        | FY2021          |
|-----------------|---|----------------|-----------------|
| Audited Actuals |   | Adopted Budget | Proposed Budget |
| \$'000          |   | \$'000         | \$'000          |
|                 | <b>ASSETS</b>                               |                |                 |
|                 | <b>CURRENT ASSETS</b>                       |                |                 |
| 2,322           | Cash & Cash Equivalents                     | 2,156          | 2,314           |
| 1,019           | Trade & Other Receivables                   | 717            | 1,019           |
| -               | Other Financial Assets                      | -              |                 |
| <b>3,341</b>    | <b>TOTAL CURRENT ASSETS</b>                 | <b>2,873</b>   | <b>3,333</b>    |
|                 | <b>NON-CURRENT ASSETS</b>                   |                |                 |
| 7,652           | Infrastructure, Property, Plant & Equipment | 8,093          | 8,096           |
| <b>7,652</b>    | <b>TOTAL NON-CURRENT ASSETS</b>             | <b>8,093</b>   | <b>8,096</b>    |
| <b>10,993</b>   | <b>TOTAL ASSETS</b>                         | <b>10,966</b>  | <b>11,429</b>   |
|                 | <b>LIABILITIES</b>                          |                |                 |
|                 | <b>CURRENT LIABILITIES</b>                  |                |                 |
| 1,205           | Trade & Other Payables                      | 771            | 1,224           |
| 1,929           | Borrowings                                  | 2,176          | 2,287           |
| 597             | Provisions                                  | 633            | 642             |
| <b>3,731</b>    | <b>TOTAL CURRENT LIABILITIES</b>            | <b>3,580</b>   | <b>4,153</b>    |
|                 | <b>NON-CURRENT LIABILITIES</b>              |                |                 |
| 6,221           | Borrowings                                  | 6,192          | 6,153           |
| 77              | Provisions                                  | 156            | 122             |
| <b>6,298</b>    | <b>TOTAL NON-CURRENT LIABILITIES</b>        | <b>6,348</b>   | <b>6,275</b>    |
| <b>10,029</b>   | <b>TOTAL LIABILITIES</b>                    | <b>9,928</b>   | <b>10,428</b>   |
| <b>964</b>      | <b>NET ASSETS</b>                           | <b>1,038</b>   | <b>1,001</b>    |
|                 | <b>EQUITY</b>                               |                |                 |
| 964             | Accumulated Surplus                         | 1,038          | 1,001           |
| <b>964</b>      | <b>TOTAL EQUITY</b>                         | <b>1,038</b>   | <b>1,001</b>    |

## EAST WASTE

## PROJECTED STATEMENT OF CASH FLOWS (BUDGET)

for the Financial Year Ending 30 June 2021

| FY2020                                      |   | FY 2021        | FY2021          |
|---|---|----------------|-----------------|
| Audited Actuals                             |   | Adopted Budget | Proposed Budget |
| \$'000                                      |   | \$'000         | \$'000          |
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b> |   |                |                 |
| <b>RECEIPTS</b>                             |   |                |                 |
| 17,136                                      | Operating Receipts  | 18,408         | 18,458          |
| 16  | Investment Receipts   | 9              | 9               |
| <b>PAYMENTS</b>                             |   |                |                 |
| (5,795)                                     | Employee costs  | (5,890)        | (5,890)         |
| (8,677)                                     | Materials, contracts & other expenses                         | (9,845)        | (9,845)         |
| (291)                                       | Interest Payments   | (300)          | (335)           |
| <b>2,389</b>                                | <b>NET CASH PROVIDED BY (OR USED IN) OPERATING ACTIVITIES</b> | <b>2,382</b>   | <b>2,398</b>    |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b> |   |                |                 |
| <b>RECEIPTS</b>                             |   |                |                 |
| 81  | Sale of Replaced Assets                                       | 50             | 95              |
| <b>PAYMENTS</b>                             |   |                |                 |
| (2,297)                                     | Expenditure on Renewal/Replaced Assets                        | (2,730)        | (2,790)         |
| -   | Expenditure of New/Upgraded Assets                            | -              | -               |
| <b>(2,216)</b>                              | <b>NET CASH PROVIDED BY (OR USED IN) INVESTING ACTIVITIES</b> | <b>(2,680)</b> | <b>(2,696)</b>  |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b> |   |                |                 |
| <b>RECEIPTS</b>                             |   |                |                 |
| 65  | Capital Contributed by Member Councils                        | -              | -               |
| 2,171                                       | Proceeds from Borrowings                                      | 2,400          | 2,400           |
| <b>PAYMENTS</b>                             |   |                |                 |
| (220)                                       | Repayment of Lease Liabilities                                | (265)          | (265)           |
| (1,834)                                     | Repayment of Borrowings                                       | (1,845)        | (1,845)         |
| <b>182</b>                                  | <b>NET CASH PROVIDED BY (OR USED IN) FINANCING ACTIVITIES</b> | <b>290</b>     | <b>290</b>      |
| <b>355</b>                                  | <b>NET INCREASE (DECREASE) IN CASH HELD</b>                   | <b>(8)</b>     | <b>(8)</b>      |
| <b>1,967</b>                                | <b>CASH &amp; CASH EQUIVALENTS AT BEGINNING OF PERIOD</b>     | <b>2,163</b>   | <b>2,322</b>    |
| <b>2,322</b>                                | <b>CASH &amp; CASH EQUIVALENTS AT END OF PERIOD</b>           | <b>2,155</b>   | <b>2,314</b>    |

**EAST WASTE****PROJECTED STATEMENT OF CHANGES IN EQUITY (BUDGET)**

for the Financial Year Ending 30 June 2021

| <b>FY2020</b>          |  | <b>FY 2021</b>        | <b>FY2021</b>          |
|------------------------|--|-----------------------|------------------------|
| <b>Audited Actuals</b> |  | <b>Adopted Budget</b> | <b>Proposed Budget</b> |
| <b>\$</b>              |  | <b>\$'000</b>         | <b>\$'000</b>          |
| 706                    | <b>BALANCE AT END OF PREVIOUS REPORTING PERIOD</b> | 1,026                 | 964                    |
| 193                    | Net Surplus / (Deficit) for Year                   | 11                    | 37                     |
| 65                     | Contributed Equity                                 | -                     | -                      |
| -                      | Distribution to Councils                           | -                     | -                      |
| <b>964</b>             | <b>BALANCE AT END OF REPORTING PERIOD</b>          | <b>1,037</b>          | <b>1,001</b>           |

**EAST WASTE****PROJECTED UNIFORM PRESENTATION OF FINANCES STATEMENT (BUDGET)**

for the Financial Year Ending 30 June 2021

| <b>FY2020</b>                                 |   | <b>FY 2021</b>        | <b>FY 2020</b>         |
|---|---|-----------------------|------------------------|
| <b>Audited Actuals</b>                        |   | <b>Adopted Budget</b> | <b>Proposed Budget</b> |
| <b>\$'000</b>                                 |   | <b>\$'000</b>         | <b>\$'000</b>          |
| 17,454  | Income  | 18,467                | 18,467                 |
| (17,321)                                      | Expenses  | (18,506)              | (18,506)               |
| <b>133</b>                                    | <b>Operating Surplus / (Deficit)</b>                              | <b>(39)</b>           | <b>(39)</b>            |
| <b>Net Outlays on Existing Assets</b>         |   |                       |                        |
| (2,297)                                       | Capital Expenditure on Renewal and Replacement of Existing Assets | (2,730)               | (2,790)                |
| 2,069   | Depreciation, Amortisation and Impairment                         | 2,347                 | 2,347                  |
| 81  | Proceeds from Sale of Replaced Assets                             | 50                    | 95                     |
| <b>(147)</b>                                  |   | <b>(333)</b>          | <b>(349)</b>           |
| <b>Net Outlays on New and Upgraded Assets</b> |   |                       |                        |
| -   | Capital Expenditure on New and Upgraded Assets                    | -                     | -                      |
| -   | Amounts Specifically for New and Upgraded Assets                  | -                     | -                      |
| -   | Proceeds from Sale of Surplus Assets                              | -                     | -                      |
| -   |   | -                     | -                      |
| <b>(14)</b>                                   | <b>Net Lending / (Borrowing) for Financial Year</b>               | <b>(372)</b>          | <b>(388)</b>           |

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## 7.2: LONG TERM FINANCIAL PLAN

**REPORT AUTHOR:** Manager, Corporate Services

**ATTACHMENTS:** A: East Waste Long Term Financial Plan Financials

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### Purpose of the Report

To provide the Board with an opportunity to review and provide input into East Waste's Long-Term Financial Plan.

### Background

Clause 43 of the *East Waste Charter* sets out the requirements for East Waste to prepare and adopt a ten-year business plan (East Waste Strategic Plan 2020-30). In support of the Business Plan, East Waste must develop a Long Term Financial Plan (LTFP).

East Waste's LTFP was last adopted in June 2017. A review of the LTFP was due to occur prior to June 2019, however due to the significant shift in the recycling industry market which was occurring at the time, the review of the LTFP was delayed until the completion of the tender process for the Receipt and Processing of Recyclables. In addition, commencing in and around May 2019, East Waste commenced the review and development of its 10-year Strategic Plan. The timing of the LTFP review therefore needed to coincide with the endorsement of the Strategic Plan.

As a result, in November 2019 the following DRAFT principles and assumptions in support of the LTFP were tabled before the Committee and East Waste Board:

### Principles

- Consistency with East Waste's:
  - ten-year business plan
  - asset management plan
  - annual plans; and
  - Charter.
- Alignment to East Waste's:
  - Treasury Management Policy; and
  - Cash-flow requirements.
- Use of CPI and LGPI forecasts
- Consistency with Member Council Service Level Agreements

### Assumptions

1. The cost of replacing fleet vehicles to be funded via fixed term external borrowings with the LGFA.
2. Lease of Ottoway depot to continue with an annual 4% lease cost increase.
3. Salaries and wages to increase by current EB Agreement rates or in accordance with relevant legislative instruments for the life of the LTFP.

4. Fuel based on annual usage levels and price increases aligned with recent historic data and RAA modelling.
5. 2% growth allowed for in collected volumes of recycling, green organics, residual waste and hard waste.
6. CPI rate to be used as the common annual inflator rate to all costs that do not have a specific/unique cost driver inflator rate applied.
7. LGPI increase applied to the Administration Fee charged to Member Councils and for it to be charged equally.
8. CPI assumed to be 2.5%. p.a. for the life of the LTFP.
9. All fleet costs and replacement to be reflected in accordance with the Fleet Asset Management Plan.
10. Annual operating surplus budgeted on return on revenue in accordance with targets set within the Budget Framework Policy.

At the November 2019 meeting the Board resolved:

**7.4 LONG TERM FINANCIAL PLAN – PRINCIPLES & ASSUMPTIONS**

*Moved Cr Fisher that the Board endorses the draft principles and assumptions presented to support the development of East Waste’s Long Term Financial Plan.*

*Seconded Cr Green*

**Carried**

**Report**

At their meeting held 24 September 2020, the Board endorsed East Waste’s Strategic Plan 2020-30. In support of the newly endorsed Strategic Plan, East Waste’s Asset Management Plan and the principles and assumptions, East Waste’s LTFP is now presented at Attachment A for endorsement.

Whilst the assumptions applied to the LTFP are consistent with what was presented to the Board in November 2019, there has been a slight variation made to the CPI of 2.5% being applied. In consideration of the impacts to the economy that have been experienced throughout 2020, the CPI rate has been reduced to 2%.

The LTFP assumptions and financial statements were reviewed by the Audit & Risk Management Committee at the 18 November 2020 meeting and they resolved:

**1.LONG TERM FINANCIAL PLAN**

*Moved Mr Muhlhausler that The Committee recommend that the Long Term Financial Plan assumptions and financial statements, as presented in Attachment A, are endorsed for inclusion in a public facing document and presentation to the East Waste Board.*

*Seconded Cr Green*

**Carried**

While satisfied with the assumptions and financials presented, the Audit and Risk Management Committee were of the view that additional information (by way of explanatory cover pages) was required to assist the reader to understand the unique nature of East Waste's business and interpret the figures. Administration appreciates the interpretation and readability value this would add to the document but is also mindful of balancing the resource investment to develop against the number of external individuals that would seek to access and/or read the document.

Administration is seeking the Board's approval to endorse the Long Term Financial Plan in its current format (as presented in Attachment A) and take into account the comments from the Audit & Risk Management Committee, for future iterations or reviews.

### **RECOMMENDATION**

**That the Board:**

- 1. Endorse the Long Term Financial Plan as presented in Attachment A; and**
- 2. Instruct Administration to develop an improved public facing document when in conjunction with the next review of the Plan.**

**EASTERN WASTE MANAGEMENT AUTHORITY INC**  
**PROJECTED STATEMENT OF COMPREHENSIVE INCOME**  
**LONG TERM FINANCIAL PLAN (LTFP): FY2021 - FY2030**

|  | FINANCIAL YEAR    |                   |                   |                   |                   |                   |                   |                   |                   |                   |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|  | 1                 | 2                 | 3                 | 4                 | 5                 | 6                 | 7                 | 8                 | 9                 | 10                |
|  | 2021              | 2022              | 2023              | 2024              | 2025              | 2026              | 2027              | 2028              | 2029              | 2030              |
| <b>INCOME</b>                            |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| User Charges                             | 17,634,900        | 18,593,748        | 19,659,337        | 20,397,923        | 21,179,288        | 21,881,670        | 22,578,718        | 23,152,617        | 23,603,183        | 24,330,103        |
| Investment income                        | 9,000             | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| Grants, subsidies & contributions        | 30,000            | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| Other                                    | 793,500           | 428,360           | 436,887           | 445,585           | 454,457           | 463,506           | 472,736           | 482,151           | 491,754           | 501,549           |
| <b>TOTAL INCOME</b>                      | <b>18,467,400</b> | <b>19,022,108</b> | <b>20,096,224</b> | <b>20,843,508</b> | <b>21,633,745</b> | <b>22,345,176</b> | <b>23,051,453</b> | <b>23,634,768</b> | <b>24,094,937</b> | <b>24,831,652</b> |
| <b>EXPENSES</b>                          |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Employee Costs                           | 5,979,500         | 6,186,810         | 6,336,608         | 6,489,924         | 6,646,837         | 6,807,431         | 6,943,580         | 7,082,451         | 7,224,100         | 7,368,582         |
| Materials, contracts & other expenses    | 9,845,300         | 10,502,661        | 11,239,604        | 11,664,764        | 12,107,456        | 12,568,456        | 13,048,579        | 13,548,675        | 14,069,635        | 14,612,393        |
| Depreciation, amortisation & impairment  | 2,346,500         | 2,075,455         | 2,289,570         | 2,460,914         | 2,582,225         | 2,665,606         | 2,748,976         | 2,754,528         | 2,554,434         | 2,602,737         |
| Finance costs                            | 335,000           | 277,182           | 250,441           | 247,906           | 317,227           | 323,682           | 330,319           | 269,114           | 266,767           | 267,940           |
| <b>TOTAL EXPENSES</b>                    | <b>18,506,300</b> | <b>19,042,108</b> | <b>20,116,224</b> | <b>20,863,508</b> | <b>21,653,745</b> | <b>22,365,176</b> | <b>23,071,453</b> | <b>23,654,768</b> | <b>24,114,937</b> | <b>24,851,652</b> |
| <b>OPERATING SURPLUS / (DEFICIT)</b>     | <b>- 38,900 -</b> | <b>20,000 -</b>   | <b>20,000 -</b>   | <b>20,000 -</b>   | <b>20,000 -</b>   | <b>20,000 -</b>   | <b>20,000 -</b>   | <b>20,000 -</b>   | <b>20,000 -</b>   | <b>20,000</b>     |
| Asset disposals & fair value adjustments | 76,000            | 20,000            | 20,000            | 20,000            | 20,000            | 20,000            | 20,000            | 20,000            | 20,000            | 20,000            |
| <b>NET SURPLUS / (DEFICIT)</b>           | <b>37,100 -</b>   | <b>0</b>          | <b>0</b>          | <b>-</b>          | <b>- -</b>        | <b>0</b>          | <b>0 -</b>        | <b>0</b>          | <b>0</b>          | <b>0</b>          |
| Other Comprehensive Income               | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| <b>TOTAL COMPREHENSIVE INCOME</b>        | <b>37,100 -</b>   | <b>0</b>          | <b>0</b>          | <b>-</b>          | <b>- -</b>        | <b>0</b>          | <b>0 -</b>        | <b>0</b>          | <b>0</b>          | <b>0</b>          |



ITEM 7.2 - ATTACHMENT A2

**EASTERN WASTE MANAGEMENT AUTHORITY INC**  
**PROJECTED STATEMENT OF CASH FLOWS**  
**LONG TERM FINANCIAL PLAN (LTFP): FY2021 - FY2030**

|   | FINANCIAL YEAR     |                    |                    |                    |                    |                    |                    |                    |                    |                    |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
|   | 1                  | 2                  | 3                  | 4                  | 5                  | 6                  | 7                  | 8                  | 9                  | 10                 |
|   | 2021               | 2022               | 2023               | 2024               | 2025               | 2026               | 2027               | 2028               | 2029               | 2030               |
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                   |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| <b>RECEIPTS</b>   |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Operating Receipts  | 18,458,400         | 19,022,108         | 20,096,224         | 20,843,508         | 21,633,745         | 22,345,176         | 23,051,453         | 23,634,768         | 24,094,937         | 24,831,652         |
| Investment Receipts   | 9,000              | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  |
| <b>PAYMENTS</b>   |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Operating Payments  | (15,824,800)       | (16,689,471)       | (17,576,212)       | (18,154,688)       | (18,754,293)       | (19,375,887)       | (19,992,158)       | (20,631,126)       | (21,293,735)       | (21,980,975)       |
| Interest Payments   | (335,000)          | (277,182)          | (250,441)          | (247,906)          | (317,227)          | (323,682)          | (330,319)          | (269,114)          | (266,767)          | (267,940)          |
| <b>NET CASH PROVIDED BY (OR USED IN) OPERATING ACTIVITIES</b> | <b>2,307,600</b>   | <b>2,055,455</b>   | <b>2,269,570</b>   | <b>2,440,914</b>   | <b>2,562,225</b>   | <b>2,645,606</b>   | <b>2,728,976</b>   | <b>2,734,528</b>   | <b>2,534,434</b>   | <b>2,582,737</b>   |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                   |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| <b>RECEIPTS</b>   |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Sale of Replaced Assets                                       | 76,000             | 20,000             | 20,000             | 20,000             | 20,000             | 20,000             | 20,000             | 20,000             | 20,000             | 20,000             |
| Capital Contributed by Members                                | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  |
| <b>PAYMENTS</b>   |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Expenditure on Renewal/Replaced Assets                        | (50,000)           | (50,000)           | (50,000)           | (50,000)           | (50,000)           | (50,000)           | (50,000)           | (50,000)           | (50,000)           | (50,000)           |
| Expenditure of New/Upgraded Assets                            | (1,972,525)        | (2,065,194)        | (1,674,607)        | (2,492,327)        | (2,797,752)        | (2,671,280)        | (2,515,633)        | -                  | (2,369,277)        | (2,404,497)        |
| Distribution to Councils                                      | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  |
| <b>NET CASH PROVIDED BY (OR USED IN) INVESTING ACTIVITIES</b> | <b>(1,946,525)</b> | <b>(2,095,194)</b> | <b>(1,704,607)</b> | <b>(2,522,327)</b> | <b>(2,827,752)</b> | <b>(2,701,280)</b> | <b>(2,545,633)</b> | <b>(30,000)</b>    | <b>(2,399,277)</b> | <b>(2,434,497)</b> |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                   |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| <b>RECEIPTS</b>   |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Proceeds from Borrowings                                      | 2,284,000          | 2,000,000          | 1,600,000          | 2,490,000          | 2,800,000          | 2,670,000          | 2,500,000          | -                  | 2,370,000          | 2,400,000          |
| <b>PAYMENTS</b>   |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Repayment of Borrowings                                       | (1,826,189)        | (1,907,334)        | (1,859,425)        | (2,020,533)        | (2,053,961)        | (2,100,371)        | (2,286,625)        | (2,342,770)        | (2,214,048)        | (2,109,331)        |
| Repayment of Lease Liability                                  | (236,514)          | (253,153)          | (270,640)          | (289,015)          | (245,927)          | (183,997)          | (198,423)          | (213,607)          | (229,583)          | (246,387)          |
| <b>NET CASH PROVIDED BY (OR USED IN) FINANCING ACTIVITIES</b> | <b>221,297</b>     | <b>(160,487)</b>   | <b>(530,065)</b>   | <b>180,452</b>     | <b>500,112</b>     | <b>385,632</b>     | <b>14,952</b>      | <b>(2,556,377)</b> | <b>(73,631)</b>    | <b>44,282</b>      |
| <b>NET INCREASE (DECREASE) IN CASH HELD</b>                   | <b>582,372</b>     | <b>(200,227)</b>   | <b>34,898</b>      | <b>99,039</b>      | <b>234,585</b>     | <b>329,958</b>     | <b>198,295</b>     | <b>148,151</b>     | <b>61,526</b>      | <b>192,523</b>     |
| <b>CASH &amp; CASH EQUIVALENTS AT BEGINNING OF PERIOD</b>     | <b>2,321,883</b>   | <b>2,904,255</b>   | <b>2,704,028</b>   | <b>2,738,926</b>   | <b>2,837,966</b>   | <b>3,072,551</b>   | <b>3,402,509</b>   | <b>3,600,804</b>   | <b>3,748,955</b>   | <b>3,810,480</b>   |
| <b>CASH &amp; CASH EQUIVALENTS AT END OF PERIOD</b>           | <b>2,904,255</b>   | <b>2,704,028</b>   | <b>2,738,926</b>   | <b>2,837,966</b>   | <b>3,072,551</b>   | <b>3,402,509</b>   | <b>3,600,804</b>   | <b>3,748,955</b>   | <b>3,810,480</b>   | <b>4,003,003</b>   |

|                 |           |           |           |           |           |           |           |           |           |           |
|-----------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Interest Rate   | 1.5%      |           |           |           |           |           |           |           |           |           |
| Interest Income |           |           |           |           |           |           |           |           |           |           |
| Opening Balance | 2,321,883 | 2,904,255 | 2,704,028 | 2,738,926 | 2,837,966 | 3,072,551 | 3,402,509 | 3,600,804 | 3,748,955 | 3,810,480 |
| Interest Earned | 34,828    | 43,564    | 40,560    | 41,084    | 42,569    | 46,088    | 51,038    | 54,012    | 56,234    | 57,157    |

**EASTERN WASTE MANAGEMENT AUTHORITY INC**  
**PROJECTED BALANCE SHEET**  
 LONG TERM FINANCIAL PLAN (LTFP): FY2021 - FY2030

| FY2020<br>CLOSING BALANCE |   | FINANCIAL YEAR    |                   |                   |                   |                   |                   |                   |                   |                   |                   |
|---------------------------|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|                           |   | 1<br>2021         | 2<br>2022         | 3<br>2023         | 4<br>2024         | 5<br>2025         | 6<br>2026         | 7<br>2027         | 8<br>2028         | 9<br>2029         | 10<br>2030        |
|                           | <b>ASSETS</b>                               |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
|                           | <b>CURRENT ASSETS</b>                       |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| 2,321,883                 | Cash & Cash Equivalents                     | 2,904,255         | 2,704,028         | 2,738,926         | 2,837,966         | 3,072,551         | 3,402,509         | 3,600,804         | 3,748,955         | 3,810,480         | 4,003,003         |
| 1,020,056                 | Trade & Other Receivables                   | 1,020,056         | 1,020,056         | 1,020,056         | 1,020,056         | 1,020,056         | 1,020,056         | 1,020,056         | 1,020,056         | 1,020,056         | 1,020,056         |
| -                         | Other Financial Assets                      | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| -                         | Inventory                                   | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| <b>3,341,938</b>          | <b>TOTAL CURRENT ASSETS</b>                 | <b>3,924,310</b>  | <b>3,724,084</b>  | <b>3,758,982</b>  | <b>3,858,021</b>  | <b>4,092,606</b>  | <b>4,422,564</b>  | <b>4,620,859</b>  | <b>4,769,010</b>  | <b>4,830,536</b>  | <b>5,023,059</b>  |
|                           | <b>NON-CURRENT ASSETS</b>                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| 7,652,406                 | Infrastructure, Property, Plant & Equipment | 7,328,431         | 7,368,171         | 6,803,208         | 6,884,621         | 9,648,404         | 9,704,077         | 9,520,735         | 6,816,206         | 6,681,049         | 6,532,809         |
| <b>7,652,406</b>          | <b>TOTAL NON-CURRENT ASSETS</b>             | <b>7,328,431</b>  | <b>7,368,171</b>  | <b>6,803,208</b>  | <b>6,884,621</b>  | <b>9,648,404</b>  | <b>9,704,077</b>  | <b>9,520,735</b>  | <b>6,816,206</b>  | <b>6,681,049</b>  | <b>6,532,809</b>  |
| <b>10,994,345</b>         | <b>TOTAL ASSETS</b>                         | <b>11,252,742</b> | <b>11,092,255</b> | <b>10,562,190</b> | <b>10,742,642</b> | <b>13,741,010</b> | <b>14,126,641</b> | <b>14,141,594</b> | <b>11,585,216</b> | <b>11,511,585</b> | <b>11,555,867</b> |
|                           | <b>LIABILITIES</b>                          |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
|                           | <b>CURRENT LIABILITIES</b>                  |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| 1,205,942                 | Trade & Other Payables                      | 1,205,942         | 1,205,942         | 1,205,942         | 1,205,942         | 1,205,942         | 1,205,942         | 1,205,942         | 1,205,942         | 1,205,942         | 1,205,942         |
| 1,929,000                 | Borrowings                                  | 2,160,487         | 2,130,065         | 2,309,548         | 2,299,888         | 2,284,368         | 2,485,048         | 2,556,377         | 2,443,631         | 2,355,718         | 1,937,504         |
| 596,596                   | Provisions                                  | 596,596           | 596,596           | 596,596           | 596,596           | 596,596           | 596,596           | 596,596           | 596,596           | 596,596           | 596,596           |
| <b>3,731,538</b>          | <b>TOTAL CURRENT LIABILITIES</b>            | <b>3,963,025</b>  | <b>3,932,602</b>  | <b>4,112,085</b>  | <b>4,102,426</b>  | <b>4,086,906</b>  | <b>4,287,585</b>  | <b>4,358,915</b>  | <b>4,246,169</b>  | <b>4,158,255</b>  | <b>3,740,042</b>  |
|                           | <b>NON-CURRENT LIABILITIES</b>              |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| 6,221,000                 | Borrowings                                  | 6,210,810         | 6,080,745         | 5,371,198         | 5,561,309         | 8,575,197         | 8,760,149         | 8,703,772         | 6,260,140         | 6,274,423         | 6,736,918         |
| 76,841                    | Provisions                                  | 76,841            | 76,841            | 76,841            | 76,841            | 76,841            | 76,841            | 76,841            | 76,841            | 76,841            | 76,841            |
| <b>6,297,841</b>          | <b>TOTAL NON-CURRENT LIABILITIES</b>        | <b>6,287,651</b>  | <b>6,157,586</b>  | <b>5,448,039</b>  | <b>5,638,150</b>  | <b>8,652,038</b>  | <b>8,836,990</b>  | <b>8,780,613</b>  | <b>6,336,981</b>  | <b>6,351,264</b>  | <b>6,813,759</b>  |
| <b>10,029,379</b>         | <b>TOTAL LIABILITIES</b>                    | <b>10,250,676</b> | <b>10,090,189</b> | <b>9,560,124</b>  | <b>9,740,576</b>  | <b>12,738,944</b> | <b>13,124,575</b> | <b>13,139,528</b> | <b>10,583,150</b> | <b>10,509,519</b> | <b>10,553,801</b> |
| <b>964,966</b>            | <b>NET ASSETS</b>                           | <b>1,002,066</b>  | <b>1,002,066</b>  | <b>1,002,066</b>  | <b>1,002,066</b>  | <b>1,002,066</b>  | <b>1,002,066</b>  | <b>1,002,066</b>  | <b>1,002,066</b>  | <b>1,002,066</b>  | <b>1,002,066</b>  |
|                           | <b>EQUITY</b>                               |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| 964,966                   | Accumulated Surplus                         | 1,002,066         | 1,002,066         | 1,002,066         | 1,002,066         | 1,002,066         | 1,002,066         | 1,002,066         | 1,002,066         | 1,002,066         | 1,002,066         |
| <b>964,966</b>            | <b>TOTAL EQUITY</b>                         | <b>1,002,066</b>  | <b>1,002,066</b>  | <b>1,002,066</b>  | <b>1,002,066</b>  | <b>1,002,066</b>  | <b>1,002,066</b>  | <b>1,002,066</b>  | <b>1,002,066</b>  | <b>1,002,066</b>  | <b>1,002,066</b>  |

**EASTERN WASTE MANAGEMENT AUTHORITY INC**  
 PROJECTED STATEMENT OF CHANGES IN EQUITY  
 LONG TERM FINANCIAL PLAN (LTFP): FY2021 - FY2030

| FY             | FINANCIAL YEAR                                     |                  |                  |                  |                  |                  |                  |                  |                  |                  |
|----------------|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|                | 1  | 2                | 3                | 4                | 5                | 6                | 7                | 8                | 9                | 10               |
|                | 2021   | 2022             | 2023             | 2024             | 2025             | 2026             | 2027             | 2028             | 2029             | 2030             |
| <b>707,151</b> | <b>BALANCE AT END OF PREVIOUS REPORTING PERIOD</b> |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| 193,236        | 37,100   | -                | 0                | 0                | -                | -                | 0                | 0                | 0                | 0                |
| 64,579         | -  | -                | -                | -                | -                | -                | -                | -                | -                | -                |
| -              | -  | -                | -                | -                | -                | -                | -                | -                | -                | -                |
| <b>964,966</b> | <b>BALANCE AT END OF PERIOD</b>                    |                  |                  |                  |                  |                  |                  |                  |                  |                  |
|                | <b>1,002,066</b>                                   | <b>1,002,066</b> | <b>1,002,066</b> | <b>1,002,066</b> | <b>1,002,066</b> | <b>1,002,066</b> | <b>1,002,066</b> | <b>1,002,066</b> | <b>1,002,066</b> | <b>1,002,066</b> |

## 7.3: TREASURY MANAGEMENT PERFORMANCE REPORT

**REPORT AUTHOR:** Manager, Corporate Services  
**ATTACHMENTS:** A: Annual Performance Report

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### Purpose of the Report

To provide the Board with a performance report as required by Clause 4.7 of East Waste's Treasury Management Policy. This is an Annual standing report.

### Background

This Report (refer Attachment A) is provided in accordance with Clause 4.7 of East Waste's Treasury Management Policy:

#### **4.7 Reporting**

*On or before 30 November each year, the East Waste Board shall receive, via the Audit and Risk Management Committee, a specific report regarding treasury management performance relative to the criteria specified in this policy. This report will highlight:*

- *The amount of each East Waste borrowing and investment, its interest rate, maturity date and any changes in holdings since the previous report; and*
- *If applicable, the proportion of fixed interest rate and variable interest rate borrowings at the end of the reporting period.*

### Report

The loan amounts listed in Attachment A are 'total amounts' borrowed and not what is remaining, with the rationale being that outstanding loan amounts are provided within the East Waste Financials, which are provided at each Committee and Board meeting.

Noting the low interest rates attached to East Waste's most recent loans (1.70%), East Waste Administration made an approach to the LGFA to ascertain whether any savings could be made if we were to break any loan agreements and re-enter new Agreements, thus attracting the lower rates. The following advice was provided to East Waste by the LGFA:

*"Any fixed debentures are fixed rate loans, when East Waste decided to fix the loans, the LGFA also fixed our exposure and if you were to 'refinance', we would need to pay a break cost to get out of these loans. The cost is essentially the difference of current rates & the rates that you locked in + the remaining term. So whilst you could pay a cost to get out of them, the board made a decision when taking out these loans that they wanted certainty with interest rates. Unless you wanted to pay back the debt, rarely is there actual benefit in paying costs to break a loan and entering into a lower rate."*

No information has been provided in accordance with Clause 4.7, dot point 2, as this is not applicable to East Waste at this time, as all borrowings are 100% fixed rates.

### RECOMMENDATION

**The Board notes and receives the Report.**

## ANNUAL TREASURY MANAGEMENT PERFORMANCE REPORT

### Borrowings as at 30/10/2020

| Loan #            | Amount          | Rate  | Term    | Maturity date |
|-------------------|-----------------|-------|---------|---------------|
| Loan Agreement 6  | \$ 2,013,491.00 | 5.35% | 7 years | 15/01/2021    |
| Loan Agreement 7  | \$ 1,743,400.00 | 4.25% | 7 years | 15/01/2022    |
| Loan Agreement 8  | \$ 1,926,190.00 | 3.75% | 7 years | 15/07/2023    |
| Loan Agreement 9  | \$ 281,743.00   | 3.50% | 7 years | 17/10/2023    |
| Loan Agreement 10 | \$ 1,646,244.00 | 3.85% | 7 years | 17/07/2024    |
| Loan Agreement 11 | \$ 325,369.00   | 4.00% | 7 years | 15/09/2024    |
| Loan Agreement 12 | \$ 1,813,771.00 | 4.00% | 7 years | 15/11/2025    |
| Loan Agreement 13 | \$ 2,170,966.00 | 2.55% | 8 years | 17/02/2028    |
| Loan Agreement 14 | \$ 2,284,000.00 | 1.70% | 8 years | 15/10/2028    |

### Matured Loans between 30/10/2019 - 30/10/2020

| Loan #           | Amount          | Rate  | Term     | Maturity date |
|------------------|-----------------|-------|----------|---------------|
| Loan Agreement 2 | \$ 873,000.00   | 6.85% | 10 years | 19/02/2020    |
| Loan Agreement 4 | \$ 1,626,650.00 | 4.80% | 7 years  | 17/12/2019    |
| Loan Agreement 5 | \$ 378,804.00   | 4.90% | 7 years  | 17/06/2020    |

### Investments as at 30/10/2020

| Loan # | Amount | Rate | Term | Maturity date |
|--------|--------|------|------|---------------|
| NIL    |        |      |      |               |

### Matured Investments from 30/10/2019 - 30/10/2020

| Amount          | Rate  | Term     | Maturity date | Interest Earnt      |
|-----------------|-------|----------|---------------|---------------------|
| \$ 1,000,000.00 | 1.00% | 120 Days | 6/07/2020     | \$ 2,816.43         |
| \$ 1,500,000.00 | 1.05% | 90 Days  | 3/02/2020     | \$ 4,056.16         |
| \$ 500,000.00   | 0.90% | 60 Days  | 6/01/2020     | \$ 813.70           |
| \$ 800,000.00   | 1.25% | 90 Days  | 25/11/2019    | \$ 2,520.55         |
|                 |       |          |               | <b>\$ 10,206.84</b> |

## 7.4: UNREASONABLE COMPLAINANT CONDUCT POLICY

REPORT AUTHOR: Manager, Corporate Services

ATTACHMENTS: A: DRAFT Unreasonable Complainant Conduct Policy

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### **Purpose of the Report**

To endorse the *East Waste Unreasonable Complainant Conduct Policy*.

### **Background**

A DRAFT Complaint Handling Policy was tabled before the Board at the September meeting, with the Board resolving:

#### **7.7 COMPLAINT HANDLING POLICY**

*Moved Cr Green that the Board:*

1. *Endorse the DRAFT Complaint Policy as presented in Attachment A.*
2. *Direct East Waste Administration to develop a DRAFT Persistent Complainant Policy, to be tabled before the East Waste Board at their November 2020 meeting.*

*Seconded Mr Bradley*


***Carried***

### **Report**

In accordance with the recommendations of the Board, East Waste's *Unreasonable Complainant Conduct Policy* is provided at Attachment A for consideration and input of Committee Members.

### **Recommendation**

**The Board endorse the Unreasonable Complainant Conduct Policy, as presented in Attachment A.**

|   |  |  |
|---|--|--|
|  | <p align="center"><b>UNREASONABLE COMPLAINANT<br/>CONDUCT POLICY</b></p> | Version No: 1.0                          |
|   |  | Issued:                                  |
|   |  | Next Review: No later than November 2022 |

**BACKGROUND**

East Waste is committed to being accessible and responsive to all complainants who approach East Waste for assistance or seek to lodge a complaint. At the same time, our ability to provide the range of essential services that we provide to our Member Councils and their residents depends upon:

- our ability to do our work and perform our functions in the most effective and efficient way possible;
- the health, safety and security of East Waste staff; and
- our ability to allocate resources fairly across our operations and all requests and complaints that we receive.

When complainants behave unreasonably in their dealings with us, their conduct can significantly affect our ability to do this. While infrequent, if not properly managed, unreasonable complainant conduct can become a significant drain on East Waste’s resources. As a result, East Waste will take proactive, fair and decisive action to manage any complainant conduct that negatively and unreasonably affects its operations or staff and will support East Waste staff to do the same.

This Policy provides a framework for recognising and managing unreasonable complainant conduct and outlines the roles and responsibilities of East Waste staff.

**KEY PRINCIPLES**


This Policy is based upon the following principles:

- all complainants are treated with fairness and respect;
- unreasonable complainant conduct does not prevent there being a valid issue;
- application of this Policy should not go beyond what is appropriate and necessary to manage a complainant’s conduct and must be proportionate to their personal circumstances;
- the substance and merits of a complaint govern the level of resources dedicated to it, not a complainant’s demands or behaviour; and
- staff safety and well-being are paramount when dealing with unreasonable complainant conduct.

**SCOPE**

This Policy applies to all East Waste staff, contractors, Board Members and Committee Members that receive complaints made by members of the public to or about East Waste, or otherwise deal with complainants.

The focus of this Policy is upon managing the conduct and behaviour of a complainant. That behaviour may be exhibited in person, over the phone, in writing, electronically (e.g. by email, social media or via submission forms on East Waste’s website), or a combination of these. The behaviour may occur on one occasion or over a number of occasions.

|   |                                  |   |
|---|----------------------------------|---|
|  | <b>COMPLAINT HANDLING POLICY</b> | <b>Version No:</b> 1.0                                    |
|   |                                  | <b>Issued:</b>  |
|   |                                  | <b>Next Review:</b> No later than<br><b>November 2022</b> |

The substance of any complaint will be dealt with under East Waste’s *Complaint Handling Policy* and supporting procedures, which provides a framework for receiving and responding to complaints made by members of the public to or about East Waste.

This Policy forms part of East Waste’s Complaint Handling Framework, which includes the following policies and procedures:

- *Complaints Handling Policy*; and
- *Complaint Handling Procedure*.

## **POLICY**

### **Unreasonable Complainant Conduct**

Unreasonable complainant conduct is any behaviour by a current or former complainant which, because of its nature or frequency raises substantial health, safety, resource or equity issues for East Waste, East Waste staff, contractors, Board Members or Committee Members, other service users and complainants, or the complainant themselves.

Unreasonable complainant conduct can be divided into five key categories of conduct:

1. unreasonable persistence;
2. unreasonable demands;
3. unreasonable lack of cooperation;
4. unreasonable arguments; and
5. unreasonable behaviours.

#### 1. Unreasonable Persistence

Unreasonable persistence is continued, incessant and unrelenting conduct by a complainant that has a disproportionate and unreasonable impact on East Waste, East Waste staff, contractors or Board Members, Committee Member, East Waste services, time and/or resources. Some examples of unreasonably persistent behaviour include:


- an unwillingness or inability to accept reasonable and logical explanations including final decisions that have been comprehensively considered and dealt with;
- persistently demanding a review simply because it is available and without arguing or presenting a case for one;
- pursuing and exhausting all available review options when it is not warranted and refusing to accept further action cannot or will not be taken on their complaints;
- reframing a complaint in an effort to get it considered again;
- bombarding East Waste or East Waste staff, contractors, Board Members or Committee Members, with phone calls, visits, letters, emails (including cc’d correspondence) after repeatedly being asked not to do so; or
- contacting different people within East Waste and/or externally to get a different outcome or more sympathetic response to their complaint (internal and external forum shopping).

#### 2. Unreasonable Demands

Unreasonable demands are any demands (express or implied) that are made by a complainant that have a disproportionate and unreasonable impact on East Waste, East Waste staff, contractors, Board Members, Committee Members, East Waste services, time and/or resources. Some examples of unreasonable demands include:

- issuing instructions and making demands about how East Waste has/should handle their complaint, the priority it was/should be given, or the outcome that was/should be achieved;



|   |                                  |   |
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|  | <b>COMPLAINT HANDLING POLICY</b> | <b>Version No:</b> 1.0                                    |
|   |                                  | <b>Issued:</b>  |
|   |                                  | <b>Next Review:</b> No later than<br><b>November 2022</b> |

- insisting on talking to the General Manager or Senior Manager personally when it is not appropriate or warranted;
- emotional blackmail and manipulation with the intention to intimidate, harass, shame, seduce or portray themselves as being victimised – when this is not the case;
- insisting on outcomes that are not possible or appropriate in the circumstances – e.g. for someone to be sacked or prosecuted, an apology and/or compensation when no reasonable basis for expecting this; or
- demanding services that are of a nature or scale that East Waste cannot provide when this has been explained to the complainant.

### 3. Unreasonable Lack of Cooperation

Unreasonable lack of cooperation is an unwillingness and/or inability by a complainant to cooperate with East Waste, East Waste staff, contractors, Board Members, Committee Members or East Waste’s complaint handling process that results in a disproportionate and unreasonable use of East Waste services, time and/or resources. Some examples of unreasonable lack of cooperation include:

- sending a constant stream of comprehensive and/or disorganised information without clearly defining any issues of complaint or explaining how they relate to the core issues of the complaint (where the complainant is capable of doing this);
- providing little or no detail with a complaint or presenting information in ‘dribs and drabs’;
- refusing to follow or accept East Waste’s instructions, suggestions, or advice without a clear or justifiable reason for doing so;
- arguing frequently and/or with extreme intensity that a particular solution is the correct one in the face of valid contrary arguments and explanations; or
- displaying unhelpful behaviour – such as withholding information, acting dishonestly or misquoting others.

### 4. Unreasonable arguments

Unreasonable arguments include any arguments that are not based in reason or logic, that are incomprehensible, false or inflammatory, trivial or delirious and that disproportionately and unreasonably impact upon East Waste, East Waste staff, contractors, Board Members, Committee Members, East Waste services, time, and/or resources. Arguments are unreasonable when they:

- fail to follow a logical sequence;
- are not supported by any evidence and/or are based on conspiracy theories;
- lead a complainant to reject all other valid and contrary arguments;
- are trivial when compared to the amount of time, resources and attention that the complainant demands; or
- are false, inflammatory or defamatory.

### 5. Unreasonable behaviour

Unreasonable behaviour is conduct that is unreasonable in all circumstances – regardless of how stressed, angry or frustrated a complainant is – because it unreasonably compromises the health, safety and security of East Waste staff, contractors, Board Members or Committee Members, other service users or the complainant themselves. Some examples of unreasonable behaviours include:

|   |                                  |   |
|---|----------------------------------|---|
|  | <b>COMPLAINT HANDLING POLICY</b> | <b>Version No:</b> 1.0                                    |
|   |                                  | <b>Issued:</b>  |
|   |                                  | <b>Next Review:</b> No later than<br><b>November 2022</b> |

- acts of aggression, verbal abuse, derogatory, racist, or grossly defamatory remarks;
- harassment, intimidation or physical violence;
- rude, confronting and threatening correspondence;
- threats of harm to self or third parties, threats with a weapon or threats to damage property, including bomb threats;
- stalking (in person or online); or
- emotional manipulation.

East Waste has a zero-tolerance policy towards any harm, abuse or threats directed towards East Waste staff, contractors, Board Members or Committee Members. Any conduct of this kind will be dealt with in accordance with East Waste’s duty of care and health and safety responsibilities, and may result in a refusal to take further action on a complaint or to have further dealings with a complainant. Matter may be referred to the police and in certain cases, legal action considered.

### **Roles and Responsibilities**

#### Responsible Officer

East Waste’s General Manager is responsible for oversight of East Waste’s management of unreasonable complainant conduct under this Policy and is the primary contact for East Waste staff in relation to the application of this Policy & supporting procedures.

#### East Waste staff

All East Waste staff are responsible for familiarising themselves with this Policy and East Waste’s *Complaint Handling Policy & Supporting Procedure* and their obligations under each Policy.

Staff should be mindful to identify the early warning signs of unreasonable complainant conduct when dealing with complainants and are encouraged to explain this Policy to complainants. Staff are empowered and authorised to deal with complainants in accordance with the strategies and processes set out in this Policy and East Waste’s *Complaints Handling Policy*. Matters will not be escalated to a Senior Manager or the General Manager simply because this is requested by a complainant. This can establish a precedent for future dealings with the complainant, can give an inaccurate indication of the importance of their complaint, and does little to manage the behaviour of the complainant.

All staff members are responsible for ensuring that all corporate records in relation to unreasonable complainant conduct and any action taken under this Policy are recorded within East Waste’s Records Management System.

#### Contractors, Board Members & Committee Members

Board Members or Committee Members who experience or witness unreasonable complainant conduct must report this to East Waste’s General Manager and should not engage further with the complainant.

Contractors who experience or witness unreasonable complainant conduct must report this to their relevant contact (management) at East Waste. The matter will be dealt with by the relevant East Waste staff member from that point onwards in accordance with this Policy.

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|   |                                  | Next Review: <b>No later than<br/>November<br/>2022</b> |

### Managers

Managers and the General Manager are responsible for overseeing, reviewing and monitoring all cases of unreasonable complainant conduct where this Policy is applied. Managers, in consultation with the General Manager, also have the responsibility and authority to change or restrict a complainant's access to East Waste services in accordance with this Policy.

Lastly, Managers and Team Leaders are also responsible for supporting and appropriately training staff to deal with unreasonable complainant conduct and ensuring compliance with this Policy.

Following an incident of unreasonable complainant conduct, Managers are responsible for providing affected staff members with appropriate support and assistance, including the opportunity to debrief their concerns (formally or informally), medical or police assistance, or support through East Waste's Employee Assistance Program, as required.

### **Managing Unreasonable Complainant Conduct**

In considering the measures to be put in place to manage a complainant's conduct, a combination of informal strategies and more formal restrictions on access to East Waste's services may be used. In many cases, East Waste staff will need to continue corresponding or dealing with a complainant in relation to an existing complaint or other matters, and so practical strategies for managing such interactions 'on the frontline' are needed.

In addition, unreasonable complainant conduct can be managed by limiting or adapting the ways that East Waste interacts with and/or delivers services to complainants, including by restricting:

1. who they have contact with;
2. what they can raise with us;
3. when they can have contact;
4. where they can make contact; and
5. how they can make contact.

Discretion should be used to adapt the following restrictions so that they are proportionate and reasonable considering the nature of the complainant's conduct and their personal circumstances (e.g. their level of competency, literacy skills etc.). Restrictions should be applied in the least restrictive way possible and the aim should not be to punish the complainant, but rather to manage the impacts of their conduct. In some circumstances, more than one strategy may be needed to ensure the efficacy of East Waste's management of the unreasonable complainant conduct.

The restrictions set out below can only be implemented by the relevant Manager in consultation with the General Manager.

#### **1. Who – limiting the complainant to a sole contact point**

Where a complainant tries to forum shop internally within East Waste, changes their issues of complaint repeatedly, reframes their complaint, or raises an excessive number of complaints it may be appropriate to restrict their access to a single staff member (a sole contact point) who will

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exclusively manage their complaint(s) and interactions with East Waste. This helps to ensure they are dealt with consistently and may minimise the chances for misunderstandings, contradictions and manipulation.

The sole contact officer will be selected on the basis of relevant subject matter expertise and seniority (and any other relevant factors in the circumstances), in order to manage the unreasonable complainant conduct effectively.

Complainants who are restricted to a sole contact person will also be given the contact details of the relevant Manager or General Manager who they can contact if their primary contact is unavailable (e.g. if they go on leave or are otherwise unavailable for an extended period of time).

## **2. What – restricting the subject matter of communications that East Waste will consider**

Where complainants repeatedly make written or verbal communications (including, e.g., letters, emails, online forms, social media) that raise trivial or insignificant issues, contain inappropriate or abusive content or relate to a complaint/issue that has already been comprehensively considered and/or reviewed by East Waste, then East Waste may restrict the issues/subject matter the complainant can raise with East Waste and/or that East Waste will respond to. For example, East Waste may:

- refuse to respond to correspondence that raises an issue that has already been dealt with comprehensively, that raises a trivial issue, or that is not supported by clear/any evidence. The complainant will be advised that future correspondence of this kind will be read and filed without acknowledgement unless East Waste determines that it needs to be pursued further (e.g. if new information is presented), in which case, East Waste may do so at its own discretion.
- restrict the complainant to one (1) complaint/issue per month. Any attempts to circumvent this restriction, for example by raising multiple complaints/issues in the one complaint letter may result in modifications or further restrictions being placed on the complainant's access.
- return correspondence to the complainant (or in the case of East Waste's social media platforms, hide or remove the relevant content) and require the complainant to remove any inappropriate content before East Waste will agree to consider its contents. A copy of the inappropriate correspondence will also be made and kept for East Waste's records to identify repeat/further unreasonable complainant conduct incidents.

## **3. When and how – limiting when and how a complainant can contact East Waste**

If a complainant's contact with East Waste places an unreasonable demand on East Waste's time or resources because it is overly lengthy, irrelevant or disorganised, occurs frequently, or affects the health, safety or security of East Waste staff because it involves behaviour that is persistently rude, threatening, abusive or aggressive, East Waste may limit when and/or how the complainant can interact with East Waste. This may include:

- limiting their telephone calls or face-to-face interactions to a particular time of the day or days of the week;
- limiting the length or duration of telephone calls, written correspondence or face-to-face interactions
- limiting the frequency of their telephone calls, written correspondence, emails or face-to-face interactions; and/or

|   |                                  |   |
|---|----------------------------------|---|
|  | <b>COMPLAINT HANDLING POLICY</b> | <b>Version No:</b> 1.0                                    |
|   |                                  | <b>Issued:</b>  |
|   |                                  | <b>Next Review:</b> No later than<br><b>November 2022</b> |

- restricting access to East Waste’s website and social media platforms and/or hiding or removing content generated by the complainant on East Waste’s social media platforms.

East Waste may also:

- require the complainant to revise their request so that it is clear and concise, in order for East Waste to perform an effective review of their complaint;
- require the complainant to clearly identify how the information or supporting materials they have sent to East Waste relates to the central issues that East Waste has identified in their complaint; and/or
- restrict a complainant to sending emails to a particular email account (e.g. the organisation’s main email account or a designated account) or block their email access altogether and require that any further correspondence be sent through Australia Post only.

East Waste may consider imposing a ‘writing only’ restriction, which means that the complainant’s communications to East Waste are restricted to written communications.

If a complainant’s contact is restricted to ‘writing only’, East Waste will clearly identify the specific means that the complainant can use to contact East Waste’s office (e.g. Australia Post only, or email only to a designated East Waste email account). If it is not appropriate for a complainant to enter East Waste’s premises to hand deliver their written communication, this must be communicated to them.

Any communications that are received by East Waste in a manner that contravenes a ‘write only’ restriction or any of the restrictions imposed above will either be returned to the complainant or read and filed without acknowledgement.

#### **4. Where – limiting face-to-face interaction to secure areas**

If a complainant is violent or overtly aggressive, unreasonably disruptive, threatening or demanding or makes frequent unannounced visits to East Waste’s premises, East Waste may consider restricting face-to-face contact with the complainant at one or more of its premises. These restrictions may include:

- restricting access to particular secured premises or areas of the office – such as the reception area or a secured room/facility;
- restricting attendance at East Waste’s premises to specified times of the day and/or days of the week only – for example, when additional security is available or to times/days that are less busy;
- allowing the complainant to attend East Waste’s premises on an ‘appointment only’ basis and only with specified staff (note – during these meetings staff should always seek support and assistance of a colleague for added safety and security); and/or
- banning the complainant from attending East Waste’s premises altogether and allowing some other form of contact – eg ‘writing only’ or ‘telephone only’ contact.

In cases where East Waste cannot completely restrict contact with a complainant and their conduct is particularly difficult to manage, East Waste may also limit their contact to contact through a support person or representative only. The support person may be nominated by the complainant but must be approved by the relevant Manager in consultation with the General Manager.

|   |                                  |   |
|---|----------------------------------|---|
|  | <b>COMPLAINT HANDLING POLICY</b> | Version No: 1.0   |
|   |                                  | Issued:   |
|   |                                  | Next Review: <b>No later than<br/>November<br/>2022</b> |

When assessing a representative or support person's suitability, the authorised East Waste staff should consider factors including: the nominated representative/support person's competency and literacy skills, their demeanour and behaviour, and their relationship with the complainant. If the authorised East Waste staff determine that the representative/support person may exacerbate the situation with the complainant, the complainant will be asked to nominate another person or East Waste may assist them in this regard.

#### **5. Terminating a complainant's access to East Waste's services**

In rare cases, and as a last resort when all other strategies have been considered and/or attempted, East Waste's General Manager may decide that it is necessary for East Waste to completely restrict a complainant's contact/access to East Waste's services.

Such a decision will only be made if it appears that the complainant is unlikely to modify their conduct and/or their conduct poses a significant risk for East Waste staff or other parties because it involves one or more of the following types of conduct:

- acts of aggression, verbal and/or physical abuse, threats of harm, harassment, intimidation, stalking or assault;
- damage to property while on East Waste's premises;
- threats with a weapon or other items that could be used to harm another person or themselves;
- physically preventing a staff member from moving around freely either within their office or during an off-site visit (e.g. entrapping them in their home); and/or
- conduct that is otherwise unlawful.

A complainant's access to East Waste's services and its premises may also be restricted (directly or indirectly) using legal mechanisms and orders including in relation to trespass or to protect East Waste staff, contractors, Board Members or Committee Members from personal violence, intimidation or stalking by a complainant.

East Waste also has the discretion to use alternative dispute resolution strategies such as mediation and conciliation with an independent third party as a management strategy in relation to unreasonable complainant conduct. However, East Waste recognises that in some circumstances, alternative dispute resolution may not be an appropriate or effective strategy, particularly if the complainant is uncooperative or resistant to compromise.

#### **Periodic Review of Restrictions on Access**

All cases of unreasonable complainant conduct where this Policy is applied to restrict access to East Waste services will be reviewed every **three (3) months**, unless a longer period of time is justified in the circumstances (considering the nature of the unreasonable complainant conduct and the East Waste service to which access has been restricted), but in any event, not more than 12 months after the restriction was initially imposed or continued.

East Waste has the discretion to conduct a periodic review of restrictions on access at any other time, including upon request by the complainant or following a further incident of unreasonable complainant conduct by the complainant.

|   |                                  |   |
|---|----------------------------------|---|
|  | <b>COMPLAINT HANDLING POLICY</b> | <b>Version No:</b> 1.0                                    |
|   |                                  | <b>Issued:</b>  |
|   |                                  | <b>Next Review:</b> No later than<br><b>November 2022</b> |

The complainant will be invited to participate in the review process unless it is determined that this invitation will provoke further unreasonable complainant conduct from the complainant. The review and any correspondence or communication in relation to it will be conducted in accordance with the complainant's access restrictions (e.g. if contact is restricted to writing only).

The review may result in the complainant's restrictions being retained, modified or removed, further restrictions being imposed, or the complainant's access to East Waste's services being completely removed, depending upon the circumstances of the case.

### Review of a Decision to Restrict Access

If the complainant is dissatisfied with a decision made by East Waste to restrict the complainant's access to East Waste's services in accordance with this Policy, the complainant may request a review of the decision under Section 270 of the *Local Government Act 1999* which enables East Waste to reconsider all the evidence relied on to make the decision, including new evidence if relevant.

All requests for a review of a decision will be referred to an East Waste Member Council, whereby the appropriate resources and supporting policies and procedures are in place to facilitate this process. must be referred to the General Manager, Governance & Community Affairs.

If a complainant continues to be dissatisfied with the outcome of the s270 referral review process, or would like to have their case considered by an external agency, they may seek an external review from an oversight agency such as the Ombudsman SA.

### Delegation

The General Manager has the delegation to:

- Approve, amend and review any procedures that shall be consistent with this Policy; and
- Make any formatting, nomenclature or other minor changes to the Policy during the period of its currency.

### Policy Review

This Policy will be reviewed every two (2) years.

| Document History: | Version No: | Issue Date: | Description of Change: |
|-------------------|-------------|-------------|------------------------|
|                   | 1.0         |             |                        |
|                   |             |             |                        |

## 7.5: BOARD SUB-COMMITTEE APPOINTMENTS

**REPORT AUTHOR:** General Manager  
**ATTACHMENTS:** Nil

### Purpose of the Report

To seek the East Waste Board's endorsement to appoint Board Members to vacancies on the Audit & Risk Management Committee and General Manager Performance Review Committee.

### Background

The East Waste Board currently has two active sub-committees which require the appointment of Board Members for the 2021 calendar year. Mr Barone, who serves on both Committees has advised that he will not be the City of Norwood, Payneham & St Peters East Waste Board Member in 2021 and thus at a minimum these positions must be filled.

### Report

#### Audit & Risk Management Committee

Membership of the Committee is the Board Chair, two Board Members and two Independent Members (a separate paper is provided, refer Item 8.1 seeking the appointment of an Independent Member). The Terms of Reference for the Audit & Risk Management Committee state:

*"Board Member appointments to the Committee shall be for a period of twelve months from the date of appointment and are eligible for reappointment. Board Member nominations and appointments are to be made by the East Waste Board at their final meeting of each calendar year."*

Cr Green and Mr Barone are the current Board appointed Members.

#### General Manager Performance Review Committee

Membership of the Committee is the Board Chair and two Board Members, currently Mayor Holmes-Ross and Mr Barone. As per the terms of reference, Board Member appointees are for a term of 3 years, with Mayor Holmes-Ross commencing in 2019. On the premise Mayor Holmes-Ross is willing to continue only a single appointment to replace MR Barone needs to be made.

Nominations will be sought from Board Members to the nominated vacancies at the meeting.

### RECOMMENDATION

1. That the Board appoint \_\_\_\_\_ and \_\_\_\_\_ to the East Waste Audit & Risk Management Committee for a period of one (1) year in accordance with the Audit & Risk Management Committee Terms of Reference.
2. That the Board appoint \_\_\_\_\_ to the East Waste General Manager Performance Review Committee for a period of three (3) years in accordance with the General Manager Performance Review Committee Terms of Reference.



## 7.6: 2021 PROPOSED MEETING SCHEDULE

**REPORT AUTHOR:** Finance & Executive Administration Officer  
**ATTACHMENTS:** Nil

### Purpose of the Report

To provide the Board with the proposed Audit & Risk Management Committee and Board meeting dates for 2021.

### Background

Nil

### Report

Table 1 details proposed meeting dates for the Audit and Risk Management Committee and Board for 2021.

**Table 1: 2021 Proposed Meeting Dates**

| Audit & Risk Management Committee | Board                        | Legislative requirement                       |
|-----------------------------------|------------------------------|---|
| Wednesday 17 February 8:30am      | Thursday 25 February 5:30pm  | Budget Review 2<br>Draft Annual Plan & Budget |
| Wednesday 21 April 8:30am         | Thursday 29 April 5:30pm     | Budget Review 3                               |
| Wednesday 16 June 8:30am          | Thursday 24 June 5:30pm      | Annual Plan & Budget Endorsement              |
| Wednesday 22 September 8:30am     | Thursday 30 September 5:30pm | Audited Financials                            |
| Wednesday 17 November 8:30am      | Thursday 25 November 5:30pm  | Budget Review 1                               |

Subject to endorsement by the East Waste Board, calendar invites for 2021 meetings shall be sent out prior to Christmas.

### Recommendation

**That the Board receives and notes the report.**

**7.7: Annual Plan Progress Report**

**REPORT AUTHOR: General Manager**

**ATTACHMENTS: A: Annual Plan Implementation Summary**

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### **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.   | Tenderer selected for delivery.  |
| OM1           | Continue & Expand Existing Core Services                             | 1.3<br>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   |
| 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"> <li>• 5 &amp; diesel-powered RACVs</li> <li>• 1x small rear loader (Litter bin truck)</li> </ul> |
| 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 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.   | Tenderer selected, review underway.   |
| C4            | Advocacy/Leadership  | 2.4.6                   | Tangible advocacy and leadership examples across the year on waste matters of significance to Member Councils.   | Briefing to Federal Environment Minister, Hon. Sussan Ley on FFW CRC partnerships & project.      |
| 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.   | Tenderer selected and review underway.  |