



**EASTERN WASTE MANAGEMENT AUTHORITY  
ORDINARY BOARD MEETING**

**Thursday 5 May 2022**

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 5 May 2022 commencing at 5:30pm.

A handwritten signature in blue ink, consisting of several loops and a long horizontal stroke extending to the right.

**ROB GREGORY  
GENERAL MANAGER**

### **Acknowledgement of Country**

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

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



**EASTERN WASTE MANAGEMENT AUTHORITY**

**AGENDA**

**ORDINARY MEETING OF THE BOARD OF MANAGEMENT**

Meeting to be held on Thursday 5 May 2022 commencing at 5:30pm,  
at the City of Norwood Payneham & St Peters, 175 The Parade, Norwood

**1. PRESENT**

**2. ACKNOWLEDGEMENT OF COUNTRY**

**3. APOLOGIES**

**4. CONFLICTS OF INTEREST**

**5. CONFIRMATION OF THE MINUTES**

- RECOMMENDED:**
1. That the Minutes of the Eastern Waste Management Authority Special Board Meeting held on 20 April 2022, be received, confirmed and adopted.
  2. That the Minutes of the Eastern Waste Management Authority Audit & Risk Management Committee Meeting held on 27 April 2022, be received, confirmed and adopted.

**6. MATTERS ARISING FROM THE MINUTES**

**7. QUESTIONS WITHOUT NOTICE**

**8. REPORTS**

- 8.1 *FINANCIAL STATEMENTS: BUDGET REVIEW THREE* .....pg.20
- 8.2 *PRUDENTIAL REVIEW POLICY DRAFT* .....pg.28
- 8.3 *PROCUREMENT POLICY REVIEW* .....pg.32
- 8.4 *SCHEDULE OF SUB-DELEGATIONS* .....pg.42
- 8.5 *SALE AND DISPOSAL OF ASSETS POLICY REVIEW* .....pg.52
- 8.6 *ANNUAL PLAN PROGRESS REPORT* .....pg.57

**9. CONFIDENTIAL REPORTS**

- 9.1 *PROPOSED CONTRACT EXTENSION* .....pg.61
- 9.2 *CHARTER REVIEW* .....pg.63

**10. OTHER BUSINESS**

**11. NEXT MEETING OF THE BOARD**

The next Ordinary Board Meeting is proposed to be held on:  
Thursday 23 June 2022, at the Mayor's Parlour, City of Norwood Payneham &  
St Peters, 175 The Parade, Norwood

**12. CLOSURE OF MEETING**



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

held on Wednesday 20 April 2022, commencing at 9.00am, via Zoom

Meeting opened 9.02am

**1. ACKNOWLEDGEMENT OF COUNTRY**

**2. PRESENT**

**Directors:**

Mr F Bell	Independent Chairperson
Mayor H Holmes-Ross	City of Mitcham
Mr P Di Iulio	Campbelltown City Council
Cr L Green	Adelaide Hills Council
Cr R Ashby	Corporation of the Town of Walkerville

**In Attendance:**

Mr R Gregory	General Manager
Mr D Maywald	Manager, Business Services
Ms P Foy	Executive Administration Officer

**3. APOLOGIES**

Cr M Stock	City of Norwood, Payneham & St Peters
Cr J Turnbull	City of Burnside
Mr V Cammell	City of Prospect

**4. CONFLICTS OF INTEREST**

Nil.

**5. CONFIRMATION OF THE MINUTES**

Nil.

**6. MATTERS ARISING FROM THE MINUTES**

Nil.

**7. QUESTIONS WITHOUT NOTICE**

Nil.

## 8. REPORTS

Nil.

## 9. CONFIDENTIAL REPORTS

### 9.1 CO-MINGLED RECYCLING REQUEST FOR RESPONSE PROCESS UPDATE

#### RECOMMENDATION 1

Moved Cr Ashby that pursuant to Section 90(2) and (3) of the Local Government Act, 1999 the East Waste Board 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 Board will receive, discuss and consider:

- (d) commercial information of a confidential nature (not being a trade secret) the disclosure of which –
  - (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and
  - (ii) would, on balance, be contrary to the public interest;

and the East Waste Board is satisfied that, 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 Cr Green

Carried

#### RECOMMENDATION 3

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

Seconded Mayor Holmes-Ross

Carried

### 9.2 GM CONTRACT

#### RECOMMENDATION 1

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

- (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 Board is satisfied that, in principle that the meeting should be conducted in a place open to the public, has been outweighed by the need to keep the receipt/discussion/consideration of the information confidential.

Seconded Cr Ashby

Carried

**RECOMMENDATION 3**

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

Seconded Cr Ashby

Carried

**10. OTHER BUSINESS**

Nil

**11. NEXT MEETING OF THE BOARD**

The next Ordinary Board Meeting is scheduled to be held on Thursday 5 May 2022, commencing at 5:30pm, at the City of Norwood Payneham & St Peters, 175 The Parade, Norwood.

**12. CLOSURE OF MEETING**

There being no further business the meeting closed at 9.59am

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

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



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

held on Wednesday 27 April 2022 in the Boardroom, Thomson Geer,  
7/19 Gouger Street, Adelaide

Meeting opened at 8:06am

**1. ACKNOWLEDGEMENT OF COUNTRY**

**2. PRESENT**

Mrs E Hinchey	Independent Member/Chair
Mr F Bell	Independent Board Chair
Cr L Green	Adelaide Hills Council (via Zoom)
Ms S Di Blasio	Independent Member

**IN ATTENDANCE**

Mr R Gregory	General Manager
Mr D Maywald	Manager, Business Services
Ms P Foy	Executive Administration Officer

**3. APOLOGIES**

Mr J Jovicevic	Dean Newbery & Partners
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**4. CONFLICTS OF INTEREST**

Nil.

**5. CONFIRMATION OF THE MINUTES – 15 February 2022**

Moved Cr Green that the Minutes of the previous meeting held on Tuesday 15 February 2022 be received and noted.

Seconded Mrs Hinchey

**Carried**

Moved Cr Green that the Confidential Minutes of the previous meeting held on Tuesday 15 February 2022 be received and noted.

Seconded Mrs Hinchey

**Carried**

**6. MATTERS ARISING FROM THE MINUTES**

Nil.

**7. QUESTIONS WITHOUT NOTICE**

Nil.

## **8. REPORTS**

### **8.1 FINANCIAL STATEMENTS: BUDGET REVIEW THREE**

#### **RECOMMENDATION**

Moved Cr Green that the Committee notes and accepts the forecasted end of year FY2022 result associated with the 2021/22 Budget Review Three and recommends to the Board for endorsement.

Seconded Mr Bell

**Carried**

### **8.2 PRUDENTIAL REVIEW POLICY DRAFT**

#### **RECOMMENDATION**

Moved Mr Bell that the Committee recommends that the draft Prudential Review Policy, with the inclusion in Clause 3.3 of reference to the Audit & Risk Management Committee's responsibility to review any reports prepared for the Board under Section 48 of the Act, is presented to the East Waste Board for endorsement.

Seconded Ms Di Blasio

**Carried**

### **8.3 PROCUREMENT POLICY REVIEW**

#### **RECOMMENDATION**

Moved Mr Bell that the Committee recommends that:

1. the Draft Procurement Policy as presented in Attachment A be amended to:
  - a. include clarity around contract extension requirements,
  - b. replace references to the "2030 Strategic plan" with "strategic plan"
  - c. include Committee Members, contractors and volunteers in the Policy Scope
  - d. remove reference to "Council Solutions" at 6.6.1.2
2. the Board give consideration to the inclusion of other Policy Principles in Section 4, such as issues of social inclusion, where they are in line with East Waste's strategic goals.
3. the amended Draft Procurement Policy be presented to the East Waste Board for endorsement.

Seconded Ms Di Blasio

**Carried**

### **8.4 SCHEDULE OF SUB-DELEGATIONS**

#### **RECOMMENDATION**

Moved Ms Di Blasio that the Committee recommends:

- 1 that the Draft Schedule of Sub-delegations as presented in Attachment A be amended:

- a. to amend the statement at the top of the first page to read “These delegations are to be exercised in accordance with relevant East Waste policies, procedures, guidelines, Annual Business Plans, Budgets and the Strategic Plan”.

2 That the amended Draft Schedule of Sub-delegations, is referred to the East Waste Board for endorsement.

Seconded Mr Bell

**Carried**

## **8.5 SALE AND DISPOSAL OF ASSETS POLICY REVIEW**

### **RECOMMENDATION**

Moved Mr Bell that the Committee recommends:

1. that the draft Sale or Disposal of Assets Policy, as presented in Attachment A, be amended:
  - a. To replace references to the “2030 Strategic plan” with “strategic plan”
  - b. to remove reference to Elected Members in Clause 5.1.
2. that the amended draft Sale or Disposal of Assets Policy, is referred to the East Waste Board for endorsement.

Seconded Ms Di Blasio

**Carried**

## **9. CONFIDENTIAL REPORTS**

### **9.1 PROPOSED CONTRACT EXTENSION**

#### **RECOMMENDATION 1**

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

- (k) tenders for the supply of goods, the provision of services or the carrying out of works;

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

Seconded Mr Bell

**Carried**

## **9.2 NEW MEMBER COUNCIL BUSINESS CASE**

### **RECOMMENDATION 1**

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

- (k) tenders for the supply of goods, the provision of services or the carrying out of works;

and the East Waste 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 Mr Bell

**Carried**

### **RECOMMENDATION 3**

Moved Cr Green that under Section 91(7) and (9) of the Local Government Act 1999 the Committee orders that the report, attachment(s), discussion and minutes 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

**Carried**

## **9.3 CHARTER REVIEW**

### **RECOMMENDATION 1**

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

- (k) tenders for the supply of goods, the provision of services or the carrying out of works;

and the East Waste 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 Mr Bell

**Carried**

### **RECOMMENDATION 3**

Moved Cr Green that under Section 91(7) and (9) of the Local Government Act 1999 the Committee orders that the discussion and minutes 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

**Carried**

## **9.4 CO-MINGLED RECYCLING PROCESS (VERBAL UPDATE)**

### **RECOMMENDATION 1**

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

- (k) tenders for the supply of goods, the provision of services or the carrying out of works;

and the East Waste 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 Cr Green that under Section 91(7) and (9) of the Local Government Act 1999 the Committee orders that the discussion and minutes 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

**Carried**

***Mr Gregory left the meeting at 9.39am***

***Mr Maywald left the meeting at 9.39am***

***Ms Foy left the meeting at 9.39am***

## **9.5 In Camera Discussion**

### **RECOMMENDATION 1**

Moved Mrs Hinchey that pursuant to Section 90(2) and (3) of the Local Government Act 1999 the East Waste Audit & Risk Committee orders that the public, be excluded from the meeting on the basis that the Committee will discuss:

- (k) tenders for the supply of goods, the provision of services or the carrying out of works;

and the East Waste 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 Mr Bell

**Carried**

### **RECOMMENDATION 3**

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

Seconded Mr Bell

**Carried**

**10. OTHER BUSINESS**

Nil.

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

The next Audit and Risk Management Committee Meeting is to be held on:  
Wednesday 14 June 2022, commencing 8:00am, in the Boardroom, Thomson Geer,  
7/19 Gouger Street, Adelaide

**12. CLOSURE OF MEETING**

There being no other business the meeting closed at 10.05am

**PRESIDING MEMBER**

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**DATE**

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## 8.1: FINANCIAL REPORT – BUDGET REVIEW THREE

REPORT AUTHOR:	General Manager
ATTACHMENTS:	A: Summary Budget Movement – Budget Review 3 B: Budgeted Statement of Comprehensive Income FY2022 C: Budgeted Balance Sheet FY2022 D: Budgeted Statement of Cash Flow FY2022 E: Budgeted Statement of Changes in Equity FY2022 F: Budgeted Uniform Presentation of Finances Statement FY2022

### Purpose of the Report

To provide the Board with an opportunity to review the third formal review undertaken of the budgeted statutory Financial Statements (Budget Review Three) for the financial year ending 30 June 2022 as prescribed by the Regulations.

### Background

At the meeting held 24 June 2021, the East Waste Board resolved:

#### **8.2 2021/22 ANNUAL BUSINESS PLAN & BUDGET**

*Moved Mr Di Iulio that the Board endorse the 2021/22 Annual Business Plan and Budget, as presented in Attachment A.*

*Seconded Cr Ashby*

**Carried**

### Report

Budget Review Three forecasts a full year budget deficit of \$0.410M. Continued high fuel prices, a reduction in the Fuel Tax Credits, a decision to retain five trucks as a risk mitigation strategy, rather than trading them in and legal costs are the key Drivers for the deficit.

Several other budget movements have occurred and these are shown in the Summary Budget Movement Table (refer Attachment A).

Additional expenditure in Quarter 4 is expected to increase the identified deficit by year end, however it is anticipated that East Waste will have sufficient cash reserves to cover this and not be required to seek additional operating capital from Member Councils.

The FY21 Operating Surplus currently retained by East Waste (0.470M) will be returned to Member Councils in May, consistent with the *Member Council Rebate & Distribution Policy*, minus an equal share of legal settlement costs.

The Audit and Risk Management Committee considered the Financial Report and statements at the 27 April 2022 meeting and subsequently resolved:

#### **8.1 FINANCIAL STATEMENTS: BUDGET REVIEW THREE**

*Moved Cr Green that the Committee notes and accepts the forecasted end of year FY2022 result associated with the 2021/22 Budget Review Three and recommends to the Board for endorsement.*

*Seconded Mr Bell*

**Carried**

## **RECOMMENDATION**

### **The Board:**

1. Notes and accepts the forecasted end of year FY2022 result associated with the 2021/22 Budget Review Three.
2. Supports not seeking additional working capital from Member Councils at this point in time.

## EAST WASTE

### Summary Budget Movement Worksheet

for the Financial Year Ending 30 June 2022

	Actual YTD - 31 March 2022	Adopted Budget	BR2	Actual YTD / BR2 Budget	Proposed BR3	Proposed Budget Movement	Comments
Administration Fee	179,700	239,600	239,600	75%	239,600	-	
Common Fleet Costing	9,496,914	12,662,552	12,662,552	75%	12,662,552	-	
Processing Income	2,730,805	5,338,900	3,919,640	70%	3,919,640	-	Favourable pricing resulting in reduced expenditure against budget
Bin Services & Maintenance	671,492	1,154,000	939,000	72%	939,000	-	
Profit / (Loss) from Disposal	(45,305)	115,000	45,000	-101%	(45,305)	(90,305)	Delay in disposal of trucks as a risk mitigation strategy
Grant Income	-	-	82,000	0%	82,000	-	
Other Income	68,282	19,300	19,300	354%	130,000	110,700	Includes recovery for legal settlement, additional income for bins sales and electricity credits
<b>Total</b>	<b>13,101,887</b>	<b>19,529,352</b>	<b>17,907,092</b>		<b>17,927,487</b>	<b>20,395</b>	
Processing Expenses	2,725,428	5,338,900	3,919,640	70%	3,919,640	-	
Bin Service & Maintenance Expenses	640,847	1,154,000	939,000	68%	939,000	-	
Employee Costs	4,511,479	6,308,919	6,308,919	72%	6,308,919	-	Astute staff management, includes provisions associated with granted COVID leave.
Fleet Maintenance	1,328,332	1,570,004	1,570,004	85%	1,660,004	90,000	Increase predominately due to repair of two cracked chassis and maintenance of 5 retained RACVs.
Depreciation	1,516,710	2,122,000	2,082,000	73%	2,057,000	(25,000)	Reduction in depreciation due to delay in CAPEX for Truck system upgrades and Motor Vehicle purchases
Interest	181,785	281,000	271,000	67%	271,000	-	
Fuel	1,008,735	1,157,250	1,420,776	71%	1,450,976	30,200	Reduction in FTC rate due to temporary fuel excise policy.
Other Expenses	1,077,744	1,465,966	1,670,966	64%	1,730,966	60,000	
<b>Total</b>	<b>12,991,060</b>	<b>19,398,040</b>	<b>18,182,306</b>		<b>18,337,506</b>	<b>155,200</b>	
<b>Net Surplus</b>	<b>110,827</b>	<b>131,313</b>	<b>(275,213)</b>		<b>(410,018)</b>	<b>(134,805)</b>	
<b>Non Operating Activities</b>	<b>Actual YTD - 31 March 2022</b>	<b>Adopted Budget</b>	<b>BR2</b>	<b>Actual YTD / BR2 Budget</b>	<b>Proposed BR3</b>	<b>Proposed Budget Movement</b>	
<b>Income</b>							
Proceeds from Sale of Assets	-	115,000	115,000	0%	15,000	(100,000)	Excludes Replacement of EV Truck and acquisition of Truck 113. Delay in replacement of Trucks as a risk mitigation strategy
Proceeds from Borrowings	2,030,476	2,200,000	2,031,000	100%	2,031,000	-	
<b>Total</b>	<b>2,030,476</b>	<b>2,315,000</b>	<b>2,146,000</b>		<b>2,046,000</b>	<b>(100,000)</b>	
<b>Expenses</b>							
Fleet Replacement Costs	2,030,476	2,095,610	2,071,000	98%	2,071,000	-	Excludes Replacement of EV Truck and acquisition of Truck 113
Plant & Equipment Purchases	23,669	75,000	75,000	32%	75,000	-	Anticipated full expenditure
ICT Upgrades	134,000	150,000	150,000	89%	150,000	-	
Facility Upgrades	181,430	60,000	270,000	67%	270,000	-	Minor additional works to be completed prior to EOFY.
Loan Principal Repayments	1,394,544	1,810,000	1,792,000	78%	1,792,000	-	
<b>Total</b>	<b>3,764,119</b>	<b>4,190,610</b>	<b>4,358,000</b>		<b>4,358,000</b>	<b>-</b>	
<b>Net Non-Operating Result</b>	<b>(1,733,643)</b>	<b>(1,875,610)</b>	<b>(2,212,000)</b>		<b>(2,312,000)</b>	<b>(100,000)</b>	

# ITEM 8.1 - ATTACHMENT B

## EAST WASTE

### Projected Statement of Comprehensive Income (Budgeted) for the Financial Year Ending 30 June 2022

FY2021		FY2022	FY2022	FY2022	FY2022
Audited Actuals		Adopted Budget	BR1	BR2	BR3
\$'000		\$'000	\$'000	\$'000	\$'000
	<b>Income</b>				
16,707	User Charges	18,241	17,541	16,822	16,822
12	Investment income	2	3	2	10
-	Grants, subsidies and contributions	-	133	82	82
917	Other	1,171	1,171	956	1,059
<b>17,636</b>	<b>Total</b>	<b>19,414</b>	<b>18,848</b>	<b>17,862</b>	<b>17,973</b>
	<b>Expenses</b>				
6,089	Employee Costs	6,309	6,309	6,309	6,309
9,149	Materials, contracts & other expenses	10,686	10,320	9,520	9,701
1,986	Depreciation, amortisation & impairment	2,122	2,082	2,082	2,057
262	Finance costs	281	271	271	271
<b>17,486</b>	<b>Total</b>	<b>19,398</b>	<b>18,982</b>	<b>18,182</b>	<b>18,338</b>
<b>150</b>	<b>Operating Surplus / (Deficit)</b>	<b>16</b>	<b>(134)</b>	<b>(320)</b>	<b>(365)</b>
105	Asset disposals & fair value adjustments	115	115	45	(45)
<b>255</b>	<b>Net Surplus / (Deficit)</b>	<b>131</b>	<b>(19)</b>	<b>(275)</b>	<b>(410)</b>
-	Other Comprehensive Income	-	-	-	-
<b>255</b>	<b>Total Comprehensive Income</b>	<b>131</b>	<b>(19)</b>	<b>(275)</b>	<b>(410)</b>

## EAST WASTE

Projected Balance Sheet (Budgeted)

for the Financial Year Ending 30 June 2022

FY2021		FY2022	FY2022	FY2022	FY2022
Audited Actuals		Adopted Budget	BR1	BR2	BR3
\$'000		\$'000	\$'000	\$'000	\$'000
	<b>Assets</b>				
	<b>Current</b>				
3,168	Cash & Cash Equivalents	2,192	2,317	2,161	1,991
661	Trade & Other Receivables	1,020	661	661	661
<b>3,829</b>	<b>Total</b>	<b>3,212</b>	<b>2,978</b>	<b>2,822</b>	<b>2,652</b>
	<b>Non-Current</b>				
8,098	Infrastructure, Property, Plant & Equipment	8,576	8,532	8,513	8,548
<b>8,098</b>	<b>Total</b>	<b>8,576</b>	<b>8,532</b>	<b>8,513</b>	<b>8,548</b>
<b>11,927</b>	<b>Total Assets</b>	<b>11,788</b>	<b>11,510</b>	<b>11,335</b>	<b>11,200</b>
	<b>Liabilities</b>				
	<b>Current</b>				
1,609	Trade & Other Payables	1,224	1,139	1,220	1,220
1,925	Borrowings	2,176	1,850	1,850	1,850
654	Provisions	642	694	694	694
<b>4,188</b>	<b>Total</b>	<b>4,042</b>	<b>3,683</b>	<b>3,764</b>	<b>3,764</b>
	<b>Non-Current</b>				
6,423	Borrowings	6,273	6,490	6,490	6,490
97	Provisions	123	137	137	137
<b>6,520</b>	<b>Total</b>	<b>6,396</b>	<b>6,627</b>	<b>6,627</b>	<b>6,627</b>
<b>10,708</b>	<b>Total Liabilities</b>	<b>10,438</b>	<b>10,310</b>	<b>10,391</b>	<b>10,391</b>
<b>1,219</b>	<b>Net Assets</b>	<b>1,350</b>	<b>1,200</b>	<b>944</b>	<b>809</b>
	<b>Equity</b>				
1,219	Accumulated Surplus	1,350	1,200	944	809
<b>1,219</b>	<b>Total Equity</b>	<b>1,350</b>	<b>1,200</b>	<b>944</b>	<b>809</b>

**EAST WASTE****PROJECTED STATEMENT OF CASH FLOWS (BUDGET)**

for the Financial Year Ending 30 June 2022

<b>FY2021</b>		<b>FY2022</b>	<b>FY2022</b>	<b>FY2022</b>	<b>FY2022</b>
<b>Audited Actuals</b>		<b>Adopted Budget</b>	<b>BR1</b>	<b>BR2</b>	<b>BR3</b>
<b>\$'000</b>		<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
	<b>Cash Flows from Operating Activities</b>				
	<b>Receipts</b>				
18,457	Operating Receipts	19,412	18,846	17,940	18,043
7	Investment Receipts	2	2	2	10
	<b>Payments</b>				
(6,012)	Employee costs	(6,309)	(6,229)	(6,229)	(6,229)
(9,243)	Materials, contracts & other expenses	(10,686)	(10,790)	(9,990)	(10,171)
(233)	Interest Payments	(281)	(271)	(271)	(271)
<b>2,976</b>	<b>Net Cash Flows from Operating Activities</b>	<b>2,138</b>	<b>1,558</b>	<b>1,452</b>	<b>1,382</b>
	<b>Cash Flows from Investing Activities</b>				
	<b>Receipts</b>				
124	Sale of Replaced Assets	115	115	115	15
	<b>Payments</b>				
(2,452)	Expenditure on Renewal/Replaced Assets	(2,381)	(2,516)	(2,566)	(2,566)
-	Expenditure of New/Upgraded Assets	-	-	-	-
<b>(2,328)</b>	<b>Net Cash Flows from Investing Activities</b>	<b>(2,266)</b>	<b>(2,401)</b>	<b>(2,451)</b>	<b>(2,551)</b>
	<b>Cash Flow from Financing Activities</b>				
	<b>Receipts</b>				
2,284	Proceeds from Borrowings	2,200	2,031	2,031	2,031
	<b>Payments</b>				
(260)	Repayment of Lease Liabilities	(265)	(247)	(247)	(247)
(1,826)	Repayment of Borrowings	(1,810)	(1,792)	(1,792)	(1,792)
<b>198</b>	<b>Net Cash Flow from Financing Activities</b>	<b>125</b>	<b>(8)</b>	<b>(8)</b>	<b>(8)</b>
<b>846</b>	<b>Net Increase (Decrease) in cash held</b>	<b>(3)</b>	<b>(851)</b>	<b>(1,007)</b>	<b>(1,177)</b>
<b>2,322</b>	<b>Cash &amp; cash equivalents at beginning of period</b>	<b>2,195</b>	<b>3,168</b>	<b>3,168</b>	<b>3,168</b>
<b>3,168</b>	<b>Cash &amp; cash equivalents at end of period</b>	<b>2,192</b>	<b>2,317</b>	<b>2,161</b>	<b>1,991</b>

**EAST WASTE**

## Projected Statement of Changes in Equity (Budgeted)

for the Financial Year Ending 30 June 2022

FY2021		FY2022	FY2022	FY2022	FY2022
Audited Actuals		Adopted Budget	BR1	BR2	BR3
\$		\$'000	\$'000	\$'000	\$'000
964	<b>BALANCE AT END OF PREVIOUS REPORTING PERIOD</b>	1,219	1,219	1,219	1,219
255	Net Surplus / (Deficit) for Year	131	(19)	(275)	(410)
-	Contributed Equity	-	-	-	-
-	Distribution to Councils	-	-	-	-
<b>1,219</b>	<b>BALANCE AT END OF REPORTING PERIOD</b>	<b>1,350</b>	<b>1,200</b>	<b>944</b>	<b>809</b>

**EAST WASTE**
**Projected Uniform Presentation of Finances (Budgeted)**  
**for the Financial Year Ending 30 June 2022**

FY2021		FY2022	FY2022	FY2022	FY2022
Audited Actuals		Adopted Budget	BR1	BR2	BR3
\$'000		\$'000	\$'000	\$'000	\$'000
17,636	Income	19,414	18,848	17,862	17,973
(17,486)	Expenses	(19,398)	(18,982)	(18,182)	(18,338)
<b>150</b>	<b>Operating Surplus / (Deficit)</b>	<b>16</b>	<b>(134)</b>	<b>(320)</b>	<b>(365)</b>
<b>Net Outlays on Existing Assets</b>					
(2,452)	Capital Expenditure on Renewal and Replacement of Existing Assets	(2,381)	(2,516)	(2,566)	(2,566)
1,986	Depreciation, Amortisation and Impairment	2,122	2,082	2,082	2,057
124	Proceeds from Sale of Replaced Assets	115	115	115	15
<b>(342)</b>		<b>(144)</b>	<b>(319)</b>	<b>(369)</b>	<b>(494)</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>(192)</b>	<b>Net Lending / (Borrowing) for Financial Year</b>	<b>(128)</b>	<b>(453)</b>	<b>(689)</b>	<b>(859)</b>

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## 8.2: DRAFT PRUDENTIAL REVIEW POLICY

REPORT AUTHOR: Manager Business Services  
ATTACHMENTS: A: Draft Prudential Review Policy

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### Purpose of the Report

To provide the Board with a draft copy of the newly developed Draft Prudential Review Policy (the Policy) for review and endorsement.

### Background

During East Waste's previous Audit conducted by Local Government Risk Services one of the key risks identified was that East Waste did not have a current Prudential Review Policy which is required under Section 48 of *the Local Government Act 1999 (the Act)*.

### Report

To ensure compliance with the Act, a draft policy (refer attachment A) has been developed which has been based on a Member Council's Policy and adapted to suit the operational needs of East Waste. The Policy aims to provide clarity regarding when a prudential review is required and to help ensure that East Waste is meeting the requirements of the Act.

The Audit and Risk Management Committee considered the Policy at the meeting held on 27 April 2022 and subsequently resolved:

#### **8.2 PRUDENTIAL REVIEW POLICY DRAFT**

*Moved Mr Bell that the Committee recommends that the draft Prudential Review Policy, with the inclusion in Clause 3.3 of reference to the Audit & Risk Management Committee's responsibility to review any reports prepared for the Board under Section 48 of the Act, is presented to the East Waste Board for endorsement.*

*Seconded Ms Di Blasio*

***Carried***

### RECOMMENDATION

The Board endorse the draft *Prudential Review Policy*, as presented in Attachment A.

## ITEM 8.2 - ATTACHMENT A

<b>PRUDENTIAL REVIEW POLICY</b>	
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<b>Type</b>	Policy
<b>Category</b>	Governance
<b>Policy Number</b>	016
<b>First Issued/Adopted</b>	May 2022
<b>Minutes Reference</b>	
<b>Review Period</b>	36 months
<b>Last Reviewed</b>	N/A
<b>Next Review</b>	May 2025
<b>Applicable Legislation</b>	<ul style="list-style-type: none"> <li>• <i>Local Government Act 1999</i></li> </ul>
<b>Related Documents</b>	<ul style="list-style-type: none"> <li>• Procurement Policy</li> </ul>
<b>Consultation Undertaken</b>	<ul style="list-style-type: none"> <li>• Audit &amp; Risk Committee</li> </ul>
<b>Responsible Officer</b>	Manager Business Services

SIGNED: .....

General Manager

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

.....

Chairperson

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

### Purpose

- 1.1 Section 48 (aa1) of *the Local Government Act 1999* prescribes that:

*A Council must develop and maintain prudential policies practices and procedures for the assessment of projects to ensure that the Council:*

- a) Acts with due care, diligence and foresight; and*
- b) Identifies and manages risks associated with a project; and*
- c) Makes informed decisions; and*
- d) Is accountable for the use of Council and other public resources.*

East Waste as a subsidiary is also required to have a policy with Section 48 (7) of *the Local Government Act 1999* stating:

*The provisions of this section extend to subsidiaries as if a subsidiary were a council subject to any modifications, exclusions or additions prescribed by the regulations.*

- 1.2 This policy seeks to enhance East Waste's existing policies and procedures governing East Waste's strategic management processes.

### Scope

- 2.1 The policy covers the prudential review requirements when consideration is being given to a project that falls within the requirements of Section 48 (1) of *the Local Government Act 1999*. These requirements are:

- *where the expected operating expenses calculated on an accrual basis of the council over the ensuing five years is likely to exceed 20 per cent of the council's average annual operating expenses over the previous five financial years (as shown in the council's financial statements); or*
- *Where the expected capital cost of the project over the ensuing five years is likely to exceed \$4,000,000 (indexed) [\$5,104,478 as of January 2022]; or*
- *where the council considers that it is necessary or appropriate.*

### Policy Statement

- 3.1 Projects falling within the scope of this policy require a Prudential Report and the following criteria will be applied.

3.2 **Prudential Report Author**

The General Manager will make a determination on the most appropriate person to undertake the prudential review in accordance with this policy. This may be a suitably qualified independent author or suitable experienced author from East Waste or a Member Council. Selection will be made in alignment with *East Waste's Procurement Policy*.

### 3.3 **Consideration of the Prudential Report**

The engaged author will prepare a Prudential Report in accordance with this policy and the legislation for consideration of the Board prior to the commencement of the project.

The preparation of a prudential report should be commenced as soon as practical following East Waste's decision to investigate a project that meets the criteria of section 2.1 above.

While a prudential report is not required to be received until East Waste makes an irreversible decision, the commencement of the prudential process should commence as soon as possible in order to identify potential project risks in the decision-making process.

### 3.4 **Public Access to the Prudential Report**

The Prudential Review Report will form part of the East Waste's Agenda papers and will be a public document unless it been determined otherwise by the Board in accordance with Section 90 of *the Local Government Act 1999*. A copy of the report will be made available for public viewing during the implementation and delivery of the project.

## Confidentiality

- 4.1 East Waste will maintain the confidentiality of information, so far as possible, provided by suppliers in any procurement process both during the process and for the period after until documents are destroyed in accordance with statutory requirements.

## Records

- 5.1 East Waste will ensure an appropriate written audit trail of the procurement process, including supporting documentation rationale for procurement activity, decisions throughout the entire life of the procurement.

## Complaints

- 6.1 Any complaint about the way in which a procurement process was undertaken will be dealt with in accordance with *East Waste's Complaint Handling Policy*.

Document History:	Version No:	Issue Date:	Description of Change:
	1.0	May 2022	New Document

## 8.3: PROCUREMENT POLICY

**REPORT AUTHOR:** Manager Business Services  
**ATTACHMENTS:** A: Draft Procurement Policy

### Purpose of the Report

To provide the Board with a draft copy of the updated and amended Procurement Policy (the Policy) for review and endorsement.

### Background

East Waste first adopted the Procurement Policy in February 2018 which was subsequently reviewed and amended in June 2020. In accordance with East Waste's Schedule of Policies the Policy is due to be reviewed again in June 2022.

### Report

The Procurement Policy is still relevant and applicable to East Waste however, as part of the review the Policy has been updated to the current East Waste Policy Style (refer Attachment A). For ease of reference, the changes to the Draft Procurement Policy have been presented in red as per Attachment A. Additionally, several additions and amendments have been made which include but are not limited to:

- Aligning the procurement objectives to the East Waste 2030 Strategic Plan.
- Updating References to other East Waste Policies; and
- Updating the values of the minimum procurement requirements.

The most significant of the above-mentioned changes is the increase in values for the minimum procurement requirements, which have been increased to reflect current market prices and East Waste's operational requirements.

The Audit and Risk Management Committee considered the revised Policy at the 27 April 2022 meeting and subsequently resolved:

### **8.3 PROCUREMENT POLICY REVIEW**

*Moved Mr Bell that the Committee recommends that:*

1. *the Draft Procurement Policy as presented in Attachment A be amended to:*
  - a. *include clarity around contract extension requirements,*
  - b. *replace references to the "2030 Strategic plan" with "strategic plan"*
  - c. *include Committee Members, contractors and volunteers in the Policy Scope*
  - d. *remove reference to "Council Solutions" at 6.6.1.2*
2. *the Board give consideration to the inclusion of other Policy Principles in Section 4, such as issues of social inclusion, where they are in line with East Waste's strategic goals.*
3. *the amended Draft Procurement Policy be presented to the East Waste Board for endorsement.*

*Seconded Ms Di Blasio*

**Carried**

With respect to recommendation 1, Administration have included Clause 10.3 for the Board's consideration in relation to Contract extensions and amended Clause 4.7 to facilitate consideration of diversity and inclusion in purchasing deliberations.

**RECOMMENDATION**

The Board recommends that the Draft *Procurement Policy, as presented in Attachment A*, is endorsed.

# ITEM 8.3 - ATTACHMENT A

<b>PROCUREMENT POLICY</b>	
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<b>Type</b>	Policy
<b>Category</b>	Finance
<b>Policy Number</b>	003
<b>First Issued/Adopted</b>	February 2018
<b>Minutes Reference</b>	
<b>Review Period</b>	36 months
<b>Last Reviewed</b>	May 2022
<b>Next Review</b>	May 2025
<b>Applicable Legislation</b>	<ul style="list-style-type: none"> <li>• <i>Local Government Act 1999</i></li> </ul>
<b>Related Documents</b>	<ul style="list-style-type: none"> <li>• Prudential Review Policy</li> <li>• East Waste Charter</li> </ul>
<b>Consultation Undertaken</b>	<ul style="list-style-type: none"> <li>• Audit &amp; Risk Committee</li> </ul>
<b>Responsible Officer</b>	Manager Business Services

SIGNED: .....

General Manager

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

.....

Chairperson

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

### Purpose

The Eastern Waste Management Authority (herein referred to as East Waste) recognises its obligation to continuously improving management systems, and an integral process in its officers meeting due diligence requirements.

As such, the Organisation is committed to implementing this process and assisting its Officers to meet due diligence requirements through procurement.

The purpose of this Policy is to establish a framework of principles relating to the procurement activities undertaken by East Waste in accordance with:

- Section 49 of the *Local Government Act, 1999* (the Act); and
  - Clauses 39.1.2 and 63 of the Eastern Waste Management Authority Charter (the Charter).
- 1.2 Clause 39.1.2 of the Charter requires East Waste to prepare and adopt, and thereafter keep under review a policy on contracts and tenders, as would conform to Section 49 of the Act;
  - 1.3 Clause 63 of the Charter provides for East Waste to acquire such assets (real or personal) as its Business Plan provides or otherwise pursuant to a Unanimous Decision of the Constituent Councils;
  - 1.4 Section 49 of the Act requires East Waste to prepare and adopt policies on contracts and tenders on:
    - 1.4.1 the contracting out of services; and
    - 1.4.2 competitive tendering and the use of other measures to ensure that services are delivered cost-effectively; and
    - 1.4.3 the use of local goods and services.
  - 1.5 Further, Section 49(1) of the Act requires East Waste to develop and maintain policies, practices and procedures directed towards:
    - 1.5.1 obtaining value in the expenditure of public money; and
    - 1.5.2 providing for ethical and fair treatment of participants; and
    - 1.5.3 ensuring probity, accountability and transparency in procurement operations.

### Policy Objective

East Waste aims to achieve advantageous procurement outcomes by:

- 2.1 enhancing value for money through fair, competitive, non-discriminatory procurement;
- 2.2 promoting the use of resources in an efficient, effective and ethical manner;
- 2.3 making decisions with probity, accountability and transparency;
- 2.4 aligning procurement with the goals, values and key performance indicators of the East Waste 2030 Strategic Plan including circular economy principles.

- 2.5 advancing and/or working within East Waste's economic, social and environmental policies;
- 2.6 providing reasonable opportunity for competitive local businesses to supply to East Waste;
- 2.7 appropriately managing risk; and
- 2.8 ensuring compliance with all relevant legislation.

### Policy Scope

This Policy applies to all East Waste employees, ~~and Board Members,~~ Committee Members, Contractors and Volunteers when undertaking procurement activities associated with the acquisition of Goods, Works or Services of any value by East Waste.

### Policy Principles

East Waste must have regard to the following principles in its acquisition of goods and services:

- 4.1 Encouragement of open and effective competition;
- 4.2 Obtaining Value for Money
  - 4.2.1 Value for Money involves obtaining goods, works or services for East Waste that best meet the end user's needs at the lowest total cost with the minimal level of acceptable contractual risk;
  - 4.2.2 Value for Money is not restricted to price alone; and
  - 4.2.3 An assessment of value for money must include, where possible, consideration of fitness for purpose, fair market prices, local economic development and whole of life costs;
- 4.3 Probity and Ethical Behaviour
  - 4.3.1 East Waste will not use or disclose information that confers unfair advantage, financial benefit or detriment to a supplier; and
  - 4.3.2 East Waste employees engaged in purchasing should always undertake their duties in a professional, ethical, honest and impartial manner, act responsibly and exercise sound judgement by observing the highest standards of integrity and professional conduct in line with the ~~Code of Conduct~~ **East Waste Behaviour Standards Policy**.
- 4.4 Accountability and Transparency
  - 4.4.1 Accountability in procurement means being able to explain and evidence what has happened. An independent third party must be able to see clearly that a process has been followed and that the process is fair and reasonable;

- 4.4.2 East Waste's Instrument of Sub-delegations define the limitations within which employees are permitted to operate. The sub-delegations ensure accountability and provide confidence to East Waste and the public that purchasing activities are dealt with at the appropriate level. As such, East Waste has delegated responsibilities to employees relating to the expenditure of funds for the purchase of goods and services and the acceptance of tenders; and
- 4.4.3 Employees involved in procurement activities must be able to account for their decisions and provide evidence or feedback where required.
- 4.5 Ensuring compliance with all relevant legislation
  - 4.5.1 Purchasing activities are to be conducted in accordance with legislative and common law responsibilities. These include but are not limited to the *Local Government Act 1999*, *Competition and Consumer Act 2010*, the *Independent Commissioner Against Corruption Act 2012*, the *Freedom of Information Act 1991*, National Competition Policy and other relevant legislation, industrial awards and agreements and international trade agreements.
- 4.6 Work, Health & Safety
  - 4.6.1 East Waste will only engage suppliers and/or contractors who are able to maintain a level of WHS that is in accordance with East Waste's WHS Policies and Procedures, and any additional requirements specified in terms and conditions of contractual arrangements.
- 4.7 Sustainable & Social Procurement
  - 4.7.1 Sustainable and Social procurement is defined as a process whereby East Waste meets its procurement needs in a way that achieves value for money on a whole-of-life and holistic basis in terms of generating benefits not only to the organisation, but also to our Member Councils, the community (including diversity and inclusion), the economy and the environment in line with applicable strategic / business plans-
- 4.8 Environmental Preference

Where appropriate, East Waste will seek to:

  - 4.8.1 Promote the purchase of environmentally friendly goods and services that satisfy value for money criteria;
  - 4.8.2 Align East Waste's procurement activities with principles of ecological sustainability and the circular economy framework;
  - 4.8.3 Purchase recycled and environmentally preferred products;
  - 4.8.4 Integrate relevant principles of waste minimisation and energy;
  - 4.8.5 Encourage the development of products and services which have a low environmental impact;
  - 4.8.6 Provide leadership to business, industry and the community in promoting the use of environmentally sensitive goods and services.

## Approvals Required

- 5.1 Any procurement, must be undertaken in accordance with East Waste's Instrument of Sub-delegations.
- 5.2 No goods, works or services may be procured unless they form part of a budget which has been formally approved by the East Waste Board. Expenditure that does not form part of an approved budget may not be incurred or committed without formal approval of the East Waste Board.
- 5.3 Expenditure authorities, as outlined in East Waste's Instrument of Sub-delegations, are to be exercised by the appropriate delegate prior to commencing with the procurement process.
- 5.4 Where possible, the requisitioning authority and authorising authority for the procurement of goods, works or services must not be exercised by the same delegate, with the exception of the General Manager, where in circumstances due to the size of the Organisation, this is not practical.

## Methods of Procurement

Generally, open and fair competition is achieved by undertaking a procurement process so that all interested parties have an opportunity to bid. However, there may be procurements in which a tender process will not necessarily deliver the most advantageous outcome for East Waste – in such cases other market approaches may be more appropriate.

East Waste may, having regard to its Policy Principles and any other factors considered relevant by East Waste, in their discretion, determine to utilise one or more of the following procurement methods:

- 6.1 *Direct Purchasing*
  - 6.1.1 This is where East Waste purchases from a single source, without first obtaining competing bids.
  - 6.1.2 This method may be suitable for low value, low risk goods and services or where the supplier has a successful service history with East Waste or where the supplier has particular expertise required by East waste, for instance in the case of a consultant or professional services provider.
- 6.2 *Request for Quotations (RFQ)*
  - 6.2.1 This is where East Waste obtains written quotations from prospective suppliers.
  - 6.2.2 Generally, a minimum of three written quotations are sought.
  - 6.2.3 This method may be suitable for simple, largely price-based purchases.
- 6.3 *Requests for Expressions of Interest (REOI)*
  - 6.3.1 This is where East Waste issues an open invitation for the proposed acquisition of goods, works or services.

6.3.2 This method may be used where there is potentially a large market for the proposed goods and/or service, and East Waste would like to be able to prepare a short list of suppliers to then invite to participate in a tender process.

### 6.4 *Request for Tender (RFT)*

6.4.1 This is where East Waste issues a tender for proposed goods, works or services.

6.4.2 East Waste may issue a 'Select' Request for Tender where it has already issued a REOI, or where it has reasonable grounds for only dealing with a select group of potential suppliers.

6.4.3 Otherwise, East Waste may issue an 'Open' Request for Tender.

### 6.5 *Panel contracts*

6.5.1 This is where East Waste establishes panel arrangements with a select group of suppliers – generally, this occurs once East Waste has completed its appointment of such suppliers in accordance with this Policy, and can include either:

6.5.1.1 a standing offer from a pool of suppliers for the provision of goods and services on agreed terms; or

6.5.1.2 the prequalification of certain suppliers who may or may not be engaged on terms to be agreed.

6.5.2 Once a panel has been established, East Waste may purchase the particular goods and/or service through such panel arrangements.

### 6.6 *Strategic alliances*

6.6.1 This is where East Waste undertakes procurement through contract arrangements already established and administered by other organisations, which may include:

6.6.1.1 LGA Procurement;

~~6.6.1.2 Council Solutions;~~

6.6.1.32 Procurement Australia;

6.6.1.43 State Government Contracts;

~~6.6.1.54~~ an East Waste Member Council.

## Minimum Procurement Requirements

The appropriate method of procurement will be considered by reference to a number of factors, including:

### 7.1 Value of the Purchase

Value of Purchase	Minimum Procurement Requirement*	Applicable Procurement Method	Decision Making Responsibility
< \$10,000	One quotation**	Direct Purchasing Request for Quotations (RFQ) Request for Expression of Interest (REOI) Request for Tender (RFT) Panel Contracts Strategic Alliances	Employees – within the limit of their delegated purchasing authority (see Instrument of Sub-delegations) and the approved budget.
<del>\$10,001 – \$50,000</del> \$10,001 - \$100,000	Three quotations	Request for Quotations (RFQ) Request for Expressions of Interest (REOI) Request for Tender – Open or Select Panel Contracts Strategic Alliances	Employees – within the limit of their delegated purchasing authority (see Instrument of Sub-delegations) and the approved budget.
<del>&gt; \$50,001</del> > \$100,001	Open Request for Tender or EOI	Request for Expressions of Interest (REOI) Request for Tender (RFT) – Open Panel Contracts Strategic Alliances	East Waste Board – taking into account recommendations by employees

\*East Waste is not beholden to just adhere to the minimum requirement, this requirement may be exceeded.

\*\*Quotations – must be received in writing.

## Delegated Purchasing Authority

The East Waste Board makes delegations to the General Manager under the East Waste Charter and *Local Government Act 1999*. This power is sub-delegated by the General Manager to other East Waste employees in accordance with the Instrument of Sub-delegations.

Only East Waste employees with delegated authority under the East Waste Charter can incur expenditure on behalf of East Waste.

## Records

East Waste must record written reasons for using a specific procurement method in each activity and where it uses a procurement method other than tendering.

## Exemptions From This Policy

- 10.1 This Policy contains general guidelines to be followed by East Waste in its procurement activities. There may be emergencies, or procurements in which a tender process will not necessarily deliver best outcome for East Waste, and other market approaches may be more appropriate. This includes when there are timing constraints and where the supply market is known.
- 10.2 In certain circumstances, the East Waste Board or General Manager (where the power is delegated) may waive application of this Policy and pursue a method which will bring the best outcome for East Waste. The General Manager must record and report its reasons to the East Waste Board for any waiving or deviation from application of this Policy.
- 10.3 The General Manger may waive application of this Policy for contract extensions where the terms and conditions in the original executed contract allow for an extension, and there has been no significant change in market conditions.

## Procurement Procedures

The General Manager has the delegation to approve, amend and review any procedures that shall be consistent with this Policy.

Document History:	Version No:	Issue Date:	Description of Change:
	1.0	FEBRUARY 2018	New Document (superseded Purchase of Goods and Service Policy)
	1.2	JUNE 2020	Amendments made in accordance with Agenda Item 7.4 East Waste Board Meeting 25 June 2020. Endorsed by Board with Amendments.
	1.3	May 2022	Minimum value of Purchases updated and other minor amendments.

## 8.4: SCHEDULE OF SUB-DELEGATIONS

**REPORT AUTHOR:** Manager, Business Services  
**ATTACHMENTS:** A: Draft Schedule of Sub-delegations

### Purpose of the Report

To provide the Board with a copy of the updated and amended Draft Schedule of Sub-delegations for review and endorsement.

### Background

East Waste first adopted the Schedule of Sub-delegations in February 2018 which was subsequently reviewed and adopted by the Board in June 2020 with no amendments.

In accordance with East Waste's Schedule of Policies the Schedule of Sub Delegations is due to be reviewed by June 2022.

### Report

The Schedule of Sub-delegations is still applicable and relevant to East Waste and indeed required. However, upon reviewing the Sub-delegations a few amendments and additions have been made which include, but are not limited to:

- Updating Position Titles to reflect existing positions/roles.
- Inclusion of a delegation covering the review, amendment, conditions and remuneration of staff, including Enterprise Agreements.
- Inclusion of delegations for Approving Special Leave.
- Increases to the financial delegations for several positions.
- Removal of Petty Cash Authorisations section (as East Waste has removed petty cash as risk mitigation).

A copy of the Draft Schedule of Sub-delegations has been included with this report (refer attachment A). Changes to the document have been highlighted in red font for ease of reference.

The Audit and Risk Management Committee considered the revised Policy at the 27 April 2022 meeting and subsequently resolved:

### **8.4 SCHEDULE OF SUB-DELEGATIONS**

*Moved Ms Di Blasio that the Committee recommends:*

- 1 *that the Draft Schedule of Sub-delegations as presented in Attachment A be amended:*
  - a. *to amend the statement at the top of the first page to read "These delegations are to be exercised in accordance with relevant East Waste policies, procedures, guidelines, Annual Business Plans, Budgets and the Strategic Plan".*
- 2 *That the amended Draft Schedule of Sub-delegations, is referred to the East Waste Board for endorsement.*

*Seconded Mr Bell*

**Carried**

Administration have included a statement at the beginning of the document to reflect the first recommendation of the Audit and Risk Management Committee.

**RECOMMENDATION**

The Board recommends that the Draft Schedule of Sub-delegations, as presented in Attachment A, is endorsed.

# ITEM 8.4 - ATTACHMENT A

	SCHEDULE OF SUB-DELEGATION	Version No: 1.3
		Issued: TBC
		Next Review: May 2025


## Eastern Waste Management Authority Inc (East Waste)

### Schedule of Sub-delegations made by the General Manager under Clause 29.9.1 of the East Waste Charter


These delegations are to be exercised in accordance with relevant East Waste policies, procedures, and guidelines and consistent with East Waste's Strategic Plan and Annual Business Plan.

#### 1. FUNCTIONS NOT DELEGATED BY THE GENERAL MANAGER

Authority	Position
<b>Position Management</b>	
Create a position (within annual budget)	General Manager
Classify a vacant position	General Manager
Abolish a vacant position	General Manager
Reclassify a position and incumbent	General Manager
Determine criteria for a position	General Manager
Approve a job and person specification for a new or reclassified position	General Manager
Approve the performing of higher duties	General Manager
<b>Recruitment and Appointment</b>	
Approve the advertising of a: <ul style="list-style-type: none"> <li>vacant position</li> <li>contractor/project position (i.e over establishment/headcount)</li> </ul>	General Manager
Appoint to a position (permanent, casual, contractor, project)	General Manager
Appoint casual staff for greater than 6 months	General Manager
Determine if a position is to be advertised via internal or external recruitment process	General Manager
Appoint without a merit-based selection process	General Manager
Convert an employee on a temporary (term) contract to ongoing provided there has been a merit-based selection process	General Manager
Determine conditions of employment	General Manager

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<b>Leave</b>	
Approve annual/personal/emergency personal/parental leave for direct reports	General Manager
Approve long service leave	General Manager
Approve cashing out of long service leave following 10 years' service	General Manager
<b>Flexible Working Arrangements</b>	
Approve a variation to working hours for greater than 12 months	General Manager
Approve purchased leave arrangement	General Manager
Rescind a flexi-time arrangement	General Manager
<b>Conflict of Interest</b>	
Direct an employee to resolve a conflict of interest between a pecuniary or other personal interest or their duty as an employee	General Manager
<b>Grievance</b>	
Determine the outcome of an investigation resulting from an appeal or grievance	General Manager
<b>Disciplinary/Performance Management</b>	
Require an employee to provide medical certification confirming they are fit for duty	General Manager
Determine the outcome of an investigation because of performance management issues	General Manager
Reprimand because of disciplinary action	General Manager
Terminate employment because of disciplinary action	General Manager
Deem an employee to have resigned (absent without authority)	General Manager
<b>Outside Employment</b>	
Approve staff to engage in outside employment	General Manager
<b>Excess Employees</b>	
Determine an employee is excess to requirements	General Manager
<b>Remuneration</b>	
Approve on-call allowance	General Manager
Approve overtime for direct reports	General Manager
Review / Amend Conditions & Remuneration of all staff (including Enterprise Agreements)	General Manager


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## 1.2 APPROVE TRAVEL

Authority	Position
<b>Approve Travel</b>	
Approve intrastate travel and accommodation – all staff	General Manager
Approve interstate travel and accommodation – all staff	General Manager
Approve overseas travel and accommodation – all staff	East Waste Board


## 2. HUMAN RESOURCE DELEGATION

Authority	Position
<b>Position Management</b>	
Authorise hours of work	<ul style="list-style-type: none"> <li>General Manager</li> <li>Manager Business Services</li> <li>Manager Operational Services</li> <li>Operations Coordinator</li> </ul>
Engage casual staff for less than 1 month	<ul style="list-style-type: none"> <li>General Manager</li> <li>Manager Business Services</li> <li>Manager Operational Services</li> <li>Operations Coordinator</li> </ul>
<b>Remuneration</b>	
Approve overtime	<ul style="list-style-type: none"> <li>General Manager</li> <li>Manager Business Services</li> <li>Manager Operational Services</li> <li>Operations Coordinator</li> <li>Service Excellence Coordinator</li> </ul>
Approve employees to receive meal allowance	<ul style="list-style-type: none"> <li>General Manager</li> <li>Manager Business Services</li> <li>Manager Operational Services</li> <li>Operations Coordinator</li> </ul>

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<b>Leave</b>	
Approve annual leave for direct reports	<ul style="list-style-type: none"> <li>General Manager (can approve all staff)</li> <li>Manager Business Services</li> <li>Manager Operational Services</li> <li>Operations Coordinator</li> </ul>
Approve personal leave for direct reports	<ul style="list-style-type: none"> <li>General Manager (can approve all staff)</li> <li>Manager Business Services</li> <li>Manager Operational Services</li> <li>Operations Coordinator</li> </ul>
Approve Special Leave (eg. Maternity / COVID Leave)	<ul style="list-style-type: none"> <li>General Manager</li> </ul>
<b>Flexible Working Arrangements</b>	
Approve flexible working hours arrangements for less than 12 months	<ul style="list-style-type: none"> <li>General Manager</li> <li>Manager Business Services</li> <li>Manager Operational Services</li> <li>Operations Coordinator</li> </ul>
Authorise rostered days off	<ul style="list-style-type: none"> <li>General Manager</li> <li>Manager Business Services</li> <li>Manager Operational Services</li> <li>Operations Coordinator</li> <li>Service Excellence coordinator</li> </ul>
<b>Disciplinary/Performance Management</b>	
Investigate matters relating to a conflict, disciplinary, bullying or sexual harassment matter, in conjunction with advice from the General Manager.	<ul style="list-style-type: none"> <li>General Manager</li> <li>Manager Business Services</li> <li>Manager Operational Services</li> <li>Operations Coordinator</li> <li>Risk &amp; WHS Coordinator</li> </ul>
<b>Resignation</b>	
Accept a resignation	<ul style="list-style-type: none"> <li>General Manager</li> <li>Manager Business Services</li> <li>Manager Operational Services</li> </ul>
<b>Workplace Health and Safety</b>	

Report accidents	<ul style="list-style-type: none"> <li>All East Waste staff</li> </ul>
Undertake investigation	<ul style="list-style-type: none"> <li>General Manager</li> <li>Manager Business Services</li> <li>Manager Operational Services</li> <li>Risk &amp; WHS Coordinator</li> <li>Operations Coordinator</li> </ul>
Complete Return to Work form(s) (subject to appropriate authorised training)	<ul style="list-style-type: none"> <li>General Manager</li> <li>Risk &amp; WHS Coordinator</li> <li>Manager Business Services</li> <li>Manager Operational Services</li> <li>Finance &amp; Executive Administration Officer</li> </ul>
Lodge documents with LGRS	<ul style="list-style-type: none"> <li>General Manager</li> <li>Risk &amp; WHS Coordinator</li> <li>Manager Business Services</li> <li>Manager Operational Services</li> <li>Finance &amp; Executive Administration Officer</li> </ul>
Appoint to the WHS Committee	<ul style="list-style-type: none"> <li>General Manager</li> </ul>
Appoint a Fire Warden	<ul style="list-style-type: none"> <li>General Manager</li> <li>Risk &amp; WHS Coordinator</li> <li>Manager Business Services</li> <li>Manager Operational Services</li> </ul>
Appoint a WHS representative	<ul style="list-style-type: none"> <li>General Manager</li> <li>Manager Business Services</li> <li>Manager Operational Services</li> <li>Risk &amp; WHS Coordinator</li> </ul>
Appoint a First Aid Officer	<ul style="list-style-type: none"> <li>General Manager</li> <li>Manager Business Services</li> <li>Manager Operational Services</li> <li>Risk &amp; WHS Coordinator</li> <li>Operations Coordinator</li> </ul>

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### 3. FINANCIAL DELEGATION

Position	Amount Authorised (excluding GST)
General Manager	\$250,000*
Manager Business Services	<del>\$50,000</del> -\$100,000
Manager Operational Services	<del>\$50,000</del> -\$100,000
Finance and Executive Administration Officer	<del>\$10,000</del> \$20,000
Operations Coordinator	<del>\$5,000</del> \$10,000
Risk & WHS Coordinator	<del>\$5,000</del> \$10,000
Administration Officer - Workshop	\$500
Customer Service Staff	\$500 (stationery & <del>Staff</del> <b>Amenity</b> purchases only)

\*Amount takes into consideration individual creditor payments to be authorised by the General Manager which can reach between \$150,000 - \$200,000 i.e. Monthly recycling invoices.

#### Financial Delegation

A financial delegation prescribes the dollar amount up to which a staff member is authorised to commit and/or expend in accordance with the approved Annual Plan and Budget.

In accordance with Clause 11.2 of the East Waste Charter, transactions not authorised in the Annual Plan and Budget will not exceed \$50,000. Any transaction not authorised in the Annual Plan and Budget is required to be tabled before the East Waste Board for consideration.

#### **Petty Cash Authorisations**

~~The General Manager, Manager Business Services and Manager Operational Services are delegated to authorise Petty Cash purchases. Petty Cash purchases greater than \$50 must be countersigned by the Finance and Executive Administration Officer, or General Manager, or Manager Business Services or Manager Operational Services.~~

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Authority to process journals	Position
Standing and ad hoc adjustment journals	<ul style="list-style-type: none"> <li>General Manager</li> <li>Finance and Executive Administration Officer</li> <li>Manager Business Services</li> </ul> <i>(Two signatories required)</i>
Standing journals	<ul style="list-style-type: none"> <li>General Manager</li> <li>Finance and Executive Administration Officer</li> <li>Manager Business Services</li> </ul> <i>(Only one signatory required)</i>

Authorise the transfer of funds from East Waste's Bank Account	Delegation
General Manager	<i>Two signatories required</i>
Finance and Executive Administration Officer	
Manager Business Services	

#### 4. POSITION TITLES

At any time, a new position is created, the sub-delegations will be amended accordingly and tabled before the East Waste Board for consideration, and approval, where appropriate.

Any change in title for current positions will not affect their approved sub-delegations.

	<b>SCHEDULE OF SUB-DELEGATION</b>	Version No: 1.3
		Issued: TBC
		Next Review: May 2025

Document History:	Version No:	Issue Date:	Description of Change:
	1.0	FEBRUARY 2018	New Document
	1.2	JUNE 2020	Nil amendments; Board endorsed
	1.3	May 2022	Updated Roles, increased financial delegation for certain roles and minor amendments.

## 8.5: SALE OR DISPOSAL OF ASSETS POLICY REVIEW

**REPORT AUTHOR:** Manager Business Services  
**ATTACHMENTS:** A: Draft Sales or Disposal of Assets Policy

### Purpose of the Report

To provide the Board with a copy of the updated and amended Draft Sale or Disposal of Assets Policy (the Policy) for review and endorsement.

### Background

East Waste first adopted the Policy in April 2018 which was subsequently reviewed and adopted by the Board in June 2020. In accordance with East Waste's Schedule of Policies the Policy is due to be reviewed by June 2022.

### Report

The Policy is still applicable and relevant to East Waste and indeed required. However, upon reviewing the Policy a few amendments and additions have been which include but are not limited to:

- Aligning the Policy Principles with the *East Waste 2030 Strategic Plan*; and
- The inclusion of a clause which enables low value items (under a \$100) to be sold or disposed of to Staff, Board Members, Council Staff or Elected Members if authorised by the General Manager outside of a public process.

A copy of the Policy has been included with this report (refer attachment A). All updates and amendments to the previous Policy have been highlighted in red font for ease of reference.

The Audit and Risk Management Committee considered the revised Policy at the 27 April 2022 meeting and subsequently resolved:

### **8.5 SALE AND DISPOSAL OF ASSETS POLICY REVIEW**

*Moved Mr Bell that the Committee recommends:*

- 1. that the draft Sale or Disposal of Assets Policy, as presented in Attachment A, be amended:*
  - a. To replace references to the "2030 Strategic plan" with "strategic plan"*
  - b. to remove reference to Elected Members in Clause 5.1.*
- 2. that the amended draft Sale or Disposal of Assets Policy, is referred to the East Waste Board for endorsement.*

*Seconded Ms Di Blasio*

***Carried***

### RECOMMENDATION

The Board recommend that the draft Sale or Disposal of Assets Policy, as presented in Attachment A, is endorsed.

<b>SALE OR DISPOSAL OF ASSETS POLICY</b>	
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<b>Type</b>	Policy
<b>Category</b>	Finance
<b>Policy Number</b>	004
<b>First Issued/Adopted</b>	April 2018
<b>Minutes Reference</b>	
<b>Review Period</b>	36 months
<b>Last Reviewed</b>	May 2022
<b>Next Review</b>	May 2025
<b>Applicable Legislation</b>	<ul style="list-style-type: none"> <li>Local Government Act 1999</li> </ul>
<b>Related Documents</b>	<ul style="list-style-type: none"> <li>East Waste Charter</li> <li>Asset Management Register</li> </ul>
<b>Consultation Undertaken</b>	<ul style="list-style-type: none"> <li>Audit &amp; Risk Committee</li> </ul>
<b>Responsible Officer</b>	Manager Business Services

SIGNED: .....

General Manager

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

.....

Chairperson

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

### Overview

This policy provides a framework relating to the sale or disposal of assets and outlines East Waste's approach in preparing an asset for sale or disposal in accordance with Clauses 10.9<sup>1</sup> and 64<sup>2</sup> of the East Waste Charter.

### Interpretation

2.1 For the purpose of this Policy:

- 2.1.1 "Employee" means a person employed by East Waste.
- 2.1.2 "Open Tender" means a tender that is advertised to the entire market via an open invitation process e.g. SA Tenders website accompanied by an advertisement.
- 2.1.3 "Public Auction" a sale of property/asset where the property/asset is held for sale to the market and sold to the highest bidder.
- 2.1.4 "Expression of Interest" means an Expression of Interest (EOI) is advertised to the entire market e.g. SA Tenders website accompanied by an advertisement.
- 2.1.5 "Trade-in" involves including an asset owned by East Waste in the purchase of another asset, usually of similar characteristics, in order to achieve an efficient asset change-over transaction.

### Sale or Disposal Principles

3.1 Prior to commencing any process, the following key principles will apply:

- 3.1.1 Consistency with and relevant to East Waste's Annual Plan and **Strategic Plan; 10-Year Business Plan;**
- 3.1.2 Transparency and accountability in the sale and disposal procedures and practices, ensuring that East Waste obtains the best possible price in the circumstances surrounding the sale, and that all potential purchasers are given equal opportunity to purchase the asset(s);
- 3.1.3 Compliance with the transaction amounts stipulated in the East Waste Charter and/or Instrument of Financial Sub-delegations (whichever is relevant to the sale or disposal);
- 3.1.4 Compliance with statutory and other obligations;
- 3.1.5 Where applicable, compliance with East Waste's Procurement Policy;

1. Clause 10.9 of the East Waste Charter states (in part) that the Authority may dispose of any real or personal property in accordance with the Business Plan or otherwise with a Unanimous Decision of the Constituent Councils.

2. Clause 64 of the East Waste Charter states that the Authority may dispose of (personal) assets as its Business Plan provides, or at the end of the asset's economic life.

- 3.1.6 Commercial confidentiality within legislative constraints; and

- 3.1.7 Other relevant factors deemed appropriate by East Waste.
- 3.2 East Waste may utilise one or more of the following methods to sell or dispose of an asset(s):
  - 3.2.1 Trade-in;
  - 3.2.2 Public auction;
  - 3.2.3 Expression of Interest; or
  - 3.2.4 Open tender.
- 3.3 East Waste will evaluate the most appropriate method for the sale or disposal of asset(s) that includes:
  - 3.3.1 As far as possible, surplus assets or materials should be disposed of in a way that maximises returns whilst maximising open, transparent and effective competition;
  - 3.3.2 East Waste approaching the market using a formal tender process for the sale of an asset where the value exceeds \$50,000;
  - 3.3.3 East Waste, at its discretion, may determine not to call for tenders (clause 3.3.2) in respect of a particular sale or disposal where it is deemed it is in the best commercial **and/or strategic interests** of East Waste and its Constituent Councils;
  - 3.3.4 East Waste will however record, and report to the Board, the reasons for utilising an alternative disposal method; and
  - 3.3.5 East Waste's General Manager must ensure that no conflict of interest occurs in or as a result of the asset disposal process.

### Unsolicited Proposals To East Waste For the Sale Or Disposal of Assets

- 4.1 In the event that an unsolicited proposal for the purchase of an asset is received; it should be directed to East Waste's General Manager in the first instance. The proposal should then follow the sale and disposal principles in section 3.3 of this Policy.

### Sale or Disposal to Employee/Board Members

- 5.1 Sale **or disposal** of assets to **individual** employees and Board Members is not to occur outside of a public process, **except where the item(s) is valued at less than \$100 and authorised by the General Manager.**
- 5.2 In accordance with the Independent Commission Against Corruption (ICAC) it is recommended that invitations to bid for the purchase of any surplus East Waste assets should not be limited to employee or to Board Members. Members of the public must also be allowed to compete for the purchase.

Document History:	Version No:	Issue Date:	Description of Change:
	1.0	APRIL 2018	New Document (superseded Sale and Disposal of Land and other Major Assets
	1.2	JUNE 2020	As per Agenda Item 7.4 East Waste Board Meeting held 25 June 2020. Endorsed by Board,
	1.3	May 2022	Minor amendments.

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**8.6: 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 *East Waste 2021/22 Annual Plan*.

**Background**

At the June 2021 Board meeting the Board resolved (in part):

**8.2 2021/22 ANNUAL BUSINESS PLAN & BUDGET**

*Moved Mr Di Iulio that the Board endorse the 2021/22 Annual Business Plan and Budget, as presented in Attachment A.*

*Seconded Cr Ashby*

***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.**

## ITEM 8.6 - ATTACHMENT A - Annual Plan Implementation Summary Matrix

NO.	ACTIVITY/PROJECT	OVERVIEW	STRAT	MAIN KPI TARGET	STATUS UPDATE
DELIVER COST EFFECTIVE AND EFFICIENT SERVICES AND FACILITIES					
1	Continue & Expand Core services	East Waste optimisation will come from providing a full suite of services to Member Councils. Where this doesn't occur, East Waste will work with the respective Councils in a bid to secure these services.	1.1	Vision Target	No current opportunities
2	Investigate opportunities outside of existing Member Councils.	East Waste will actively pursue service provision to non-member Councils where value to existing Members can be realised.	1.3	Vision Target	Current Member Council opportunity progressing positively.
3	Upgrade to Waste Trak II	East Waste utilises a high-quality software system known as Waste Track to manage all elements of collections. An upgraded package is available which will streamline several workflows and improve data reporting, among several other operational benefits. To utilise the system the collection vehicles, require an upgrade of 'in cab' hardware. This will be undertaken in conjunction with the Fleet Replacement Program.	1.4	Vision Target	All units received with majority received.

MAXIMISE SOURCE SEPARATION & RECYCLING					
4	Investigate a broadscale 'Choice & Flexibility model.'	Some small positive steps have been taken across metropolitan Adelaide in recent times to investigate alternate collection options. This program will draw together the latest research and findings to develop an "off-the-shelf" framework which will drive reduced material to landfill, particularly food waste.	2.1	At least 75% of kerbside material separately collected & recycled  100% of food waste separately collected and recycled.	Draft report delivered and practical opportunities being progressed.
PROVIDE LEADING AND INNOVATIVE BEHAVIOUR CHANGE AND EDUCATION					
5	Undertake Audits of businesses and Multi Unit Dwellings to provide baseline data	Business waste serviced by our Member Councils and Multi Unit Dwellings contribute to the total tonnes collected, yet little is known about the make- up of the waste. The audit will identify this and provide baseline diversion targets for the Strategic Plan	2.1	60% by weight of kerbside waste is separately collected and recycled  60% of of materials from businesses serviced are separately collected and recycled	Auditor engaged for multi-unit dwellings Audit to be undertaken in Q4.
6	Undertake the biennial East Waste kerbside bin audit.	Undertake an East Waste-wide audit, to understand up-to-date disposal behaviours and progress towards targets	2.1	At least 75% of kerbside material separately collected & recycled  100% of food waste separately collected and recycled.  Reduce average contamination of kerbside commingled recycling to less than 7%.	Audits undertaken & awaiting report.
7	Delivery of the "Why Waste It?" behaviour change program and associated social media.	Utilising the results of the reviews and audits undertaken over the past 12 months, refine and deliver the ongoing successful "Why Waste It?" program.	3.2	Continue to develop long term integrated education and behaviour change programs.	Ongoing

HELP DRIVE A LOCAL CIRCULAR ECONOMY					
8	Identify opportunities amongst Member Councils for the uptake of crushed glass.	A feature by our current recycling provider is the possibility of separating glass fines from the Material Recovery Facility waste stream, for reuse rather than the current practice of landfilling. Should this materialise, East Waste will work with the required parties to provide and encourage Member Councils to utilise this material in asset renewal programs.	4.2	Encourage & support Councils to procure and use recycled content products.	Delayed due to personnel changes at NAWMA and recycling contract process
9	Hard waste Reuse trial	East Waste currently diverts over 95% of all material collected through our hard waste service away from landfill by sending the material to ResourceCo (Wingfield) who transform it into Process Engineered Fuel (PEF). A strategic principle of East Waste is to ensure where possible that collected material is retained/processed at its highest value. Referring to the waste hierarchy, Reuse sits higher than Waste to Energy and as such East Waste will investigate solutions and implement trials where possible for increasing the life (reuse) of the many items currently presented for hard waste collection.	4.4	Investigate options to process and extract the highest value from collected resources	Not yet commenced
PROVIDE LEADERSHIP					
10	Fleet Replacement	In line with the Long Term Financial Plan, undertake the replacement of five (5) collection vehicles.	5.4	Quality & transparent Corporate Activities.	Copmpleted. New trucks received.
11	IT and Cyber Security Enhancement	The reports of Cyber Security attacks across all levels of government and private enterprise over the past 12 months has heightened the awareness of the local government sector and its response to it. Identified as a possible risk, East Waste has commenced actions and tasks to strengthen its protection against a potential cyber security attack. In response, East Waste is moving to hosting its IT requirements on an external server, which provides for enhanced protection of our systems and data. In support of this, staff will all be undertaking cyber security training and East Waste's recently upgraded records management system also provides greater security and protection of all East Waste data.	5.1	Risk mitigation is integrated into all activities.	Transition to external server completed. External penetration testing undertaken. Training of all staff completed.