



**EASTERN WASTE MANAGEMENT AUTHORITY  
ORDINARY BOARD MEETING**

**Thursday 23 June 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 23 June 2022 commencing at 5:30pm.

A handwritten signature in blue ink, consisting of several overlapping 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 23 June 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 7 March 2022, be received, confirmed and adopted.

2. That the Minutes of the Eastern Waste Management Authority Special Board Meeting held on 13 April 2022, be received, confirmed and adopted.

2. That the Minutes of the Eastern Waste Management Authority Board Meeting held on 5 May 2022, be received, confirmed and adopted.

3. That the Minutes of the Eastern Waste Management Authority Audit & Risk Management Committee Meeting held on 14 June 2022, be received, confirmed and adopted.

4. That the Minutes of the Eastern Waste Management Authority Special Board Meeting held on 15 June 2022, be received, confirmed and adopted.

6. MATTERS ARISING FROM THE MINUTES
7. QUESTIONS WITHOUT NOTICE

**8. REPORTS**

8.1 FINANCIAL REPORT – YEAR TO DATE (APRIL 2022).....pg.33  
8.2 INTERIM AUDIT REPORT.....pg.34  
8.3 ANNUAL PLAN & BUDGET ADOPTION.....pg.42  
8.4 ANNUAL EDUCATION SUMMARY REPORT .....pg.69  
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**9. CONFIDENTIAL REPORTS**

9.1 REVIEW OF CONFIDENTIAL ORDERS .....pg.87  
9.2 EXTERNAL EDUCATION CONTRACT.....pg.93  
9.3 CONTRACT UPDATE (VERBAL UPDATE)  
9.4 MEMBER COUNCIL UPDATE (VERBAL UPDATE)

**10. OTHER BUSINESS**

**11. NEXT MEETING OF THE BOARD**

The next Ordinary Board Meeting is proposed to be held on:  
Thursday 22 September 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 Monday 7 March 2022, commencing at 5:00pm via Zoom

Meeting opened 5:00pm.

**1. ACKNOWLEDGEMENT OF COUNTRY**

**2. PRESENT**

**Directors:**

Mr F Bell	Independent Chairperson
Mr P Di Iulio	Campbelltown City Council
Cr L Green	Adelaide Hills Council
Mr V Cammell	City of Prospect
Cr R Ashby	Corporation of the Town of Walkerville

**3. APOLOGIES**

Mayor H Holmes-Ross	City of Mitcham
Cr M Stock	City of Norwood Payneham & St Peters
Cr J Turnbull	City of Burnside

**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 GM CONTRACT**

## **RECOMMENDATION 1**

Moved Cr Green that pursuant to Section 90(2) and (3) of the Local Government Act, 1999 the East Waste Board orders that the public be excluded from the meeting on the basis that the East Waste 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, 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 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 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 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 5.30pm

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

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

# EastWaste

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

held on Wednesday 13 April 2022, commencing at 9.00am via Zoom

Meeting opened 9.00am

### 1. ACKNOWLEDGEMENT OF COUNTRY

### 2. PRESENT

#### Directors:

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

#### In Attendance:

Mr R Gregory	General Manager
Mr D Maywald	Manager, Business Services
Ms P Foy	Executive Administration Officer
Mr J Jovicevic	Dean Newbery & Partners

### 3. APOLOGIES

Nil.

### 4. CONFLICTS OF INTEREST

Nil.

### 5. CONFIRMATION OF THE MINUTES

Moved Mayor Holmes-Ross that:

1. The Minutes of the Eastern Waste Management Authority Ordinary Board Meeting held on Thursday 24 February 2022 be received, confirmed and adopted.
2. The Minutes of the Eastern Waste Management Authority Special Board Meeting held on Monday 21 March 2022 be received, confirmed and adopted.

Seconded Mr Cammell

**Carried**

**6. MATTERS ARISING FROM THE MINUTES**

Nil.

**7. QUESTIONS WITHOUT NOTICE**

Nil.

**8. REPORTS**

Nil.

**9. CONFIDENTIAL REPORTS**

**9.1 INCOMING MEMBER COUNCIL BUSINESS CASE**

**RECOMMENDATION 1**

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

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

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 Stock that under Section 91(7) and (9) of the Local Government Act 1999 the East Waste Board 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 Cr Ashby

**Carried**

**9.2 CO-MINGLED RECYCLING REVIEW**

**RECOMMENDATION 1**

Moved Mayor Holmes-Ross 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 Turnbull

**Carried**

### **RECOMMENDATION 3**

Moved Mayor Holmes-Ross that under Section 91(7) and (9) of the Local Government Act 1999 the East Waste Board orders that the 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 Cr Turnbull

**Carried**

## **9.3 GM CONTRACT**

### **RECOMMENDATION 1**

Moved Mayor Holmes-Ross 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:

- (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, 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 Turnbull

**Carried**

### **RECOMMENDATION 3**

Moved Mayor Holmes-Ross that under Section 91(7) and (9) of the Local Government Act 1999 the East Waste Board orders that the 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 Cr Turnbull

**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 9.55am

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

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



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

held on Thursday 5 May 2022, commencing at 5.30pm, at the Mayor's Parlour,  
City of Norwood Payneham & St Peters

Meeting opened 5.28pm

**1. ACKNOWLEDGEMENT OF COUNTRY**

**2. PRESENT**

**Directors:**

Mr F Bell	Independent Chairperson
Mayor H Holmes-Ross	City of Mitcham
Cr L Green	Adelaide Hills Council
Cr R Ashby	Corporation of the Town of Walkerville
Cr M Stock	City of Norwood, Payneham & St Peters
Cr J Turnbull	City of Burnside

**In Attendance:**

Mr R Gregory	General Manager
Mr D Maywald	Manager, Business Services
Ms P Foy	Executive Administration Officer
Mr J Jovicevic	Dean Newbery & Partners

**3. APOLOGIES**

Mr P Di Iulio	Campbelltown City Council
Mr V Cammell	City of Prospect

**4. CONFLICTS OF INTEREST**

Nil.

**5. CONFIRMATION OF THE MINUTES**

Moved Mayor Holmes-Ross that the Minutes of the Eastern Waste Management Authority Special Board Meeting held on 20 April 2022, be received, confirmed and adopted.

Seconded Cr Green Carried

Moved Cr Green that the Minutes of the Eastern Waste Management Authority Audit & Risk Management Committee Meeting held on 27 April 2022, be received, confirmed and adopted.

Seconded Mayor Holmes-Ross 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 Stock that 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.

Seconded Cr Green

**Carried**

*Mr Jovicevic left the meeting at 5.33pm*

### 8.2 PRUDENTIAL REVIEW POLICY DRAFT

#### RECOMMENDATION

Moved Cr Green that the Board endorse the draft Prudential Review Policy, as presented in Attachment A.

Seconded Cr Ashby

**Carried**

### 8.3 PROCUREMENT POLICY REVIEW

#### RECOMMENDATION

Moved Cr Turnbull that the Board recommends that the Draft Procurement Policy, as presented in Attachment A, is endorsed.

Seconded Mayor Holmes-Ross

**Carried**

### 8.4 SCHEDULE OF SUB-DELEGATIONS

#### RECOMMENDATION

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

Seconded Mayor Holmes-Ross

**Carried**

### 8.5 SALE AND DISPOSAL OF ASSETS POLICY REVIEW

#### RECOMMENDATION

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

Seconded Cr Ashby

**Carried**

## 8.6 ANNUAL PLAN PROGRESS REPORT

### RECOMMENDATION

Moved Cr Green that the report be received and noted.

Seconded Cr Ashby

**Carried**

## 9. CONFIDENTIAL REPORTS

### 9.1 PROPOSED CONTRACT EXTENSION

#### RECOMMENDATION 1

Moved Cr Stock 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:

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

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 Turnbull

**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 Cr Turnbull

**Carried**

### 9.2 CHARTER REVIEW

#### 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:

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

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

Seconded Mayor Holmes-Ross

**Carried**

#### RECOMMENDATION 3

Moved Cr Stock 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 Green

**Carried**

## 9.3 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 East Waste orders that the public, with the exception of the subsidiary staff present, be excluded from the meeting on the basis that the Board will receive, discuss and consider:

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

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

Seconded Cr Ashby

**Carried**

*Mr Gregory left the meeting at 6.06pm*

*Mr Gregory returned to the meeting at 6.21pm*

## 10. OTHER BUSINESS

Nil.

## 11. NEXT MEETING OF THE BOARD

The next Ordinary Board Meeting is scheduled 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

There being no further business the meeting closed at 6.22pm.

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

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



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

held on Wednesday 14 June 2022 via Zoom

Meeting opened at 8:05am

**1. ACKNOWLEDGEMENT OF COUNTRY**

**2. PRESENT**

Mrs E Hinchey	Independent Member/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
Mr J Jovicevic	Dean Newbery & Partners

**3. APOLOGIES**

Mr F Bell	Independent Board Chair
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**4. CONFLICTS OF INTEREST**

Nil.

**5. CONFIRMATION OF THE MINUTES – 27 April 2022**

Moved Ms Di Blasio that the Minutes of the previous meeting held on Tuesday 27 April 2022 be received and noted.

Seconded Cr Green **Carried**

Moved Cr Green that the Confidential Minutes of the previous meeting held on Tuesday 27 April 2022 be received and noted.

Seconded Ms Di Blasio **Carried**

**6. MATTERS ARISING FROM THE MINUTES**

Nil.

**7. QUESTIONS WITHOUT NOTICE**

Nil.

## **8. REPORTS**

### **8.1 FINANCIAL REPORT – YEAR TO DATE (APRIL 2022)**

#### **RECOMMENDATION**

Moved Cr Green that the Committee recommends that the Financial Report, year to date, is received and noted.

Seconded Ms Di Blasio

**Carried**

### **8.2 INTERIM AUDIT REPORT**

#### **RECOMMENDATION**

Moved Ms Di Blasio that the Committee notes and receives the Interim Audit Report and recommends to the Board for endorsement.

Seconded Cr Green

**Carried**

### **8.3 ANNUAL PLAN AND BUDGET ENDORSEMENT**

#### **RECOMMENDATION**

Moved Cr Green that the Committee recommends that:

1. the draft 2022/23 Annual Business Plan and Budget as presented in Attachment A be amended to:
  - a. include the Business Review Three; and
  - b. include an executive summary by the General Manager
2. the amended draft 2022/23 Annual Business Plan and Budget be presented to the Board for endorsement.

Seconded Ms Di Blasio

**Carried**

## **9. CONFIDENTIAL REPORTS**

### **9.1 MEMBER COUNCIL 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**

## **9.2 CONTRACT EVALUATION REPORT**

### **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 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 CONTRACT OPTIONS OVERVIEW**

### **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 Cr Green

**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, 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**

**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: 13 September 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 9.49am.

**PRESIDING MEMBER**

\_\_\_\_\_

**DATE**

\_\_\_\_\_

# EastWaste

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

held on Wednesday 15 June 2022, commencing at 5:00pm, at the Mayor's Parlour,  
City of Norwood Payneham & St Peters

Meeting opened at 5.01pm

### 1. ACKNOWLEDGEMENT OF COUNTRY

### 2. PRESENT

#### Directors:

Mr F Bell	Independent Chairperson (joined via Zoom)
Cr M Stock	City of Norwood, Payneham & St Peters
Mr P Di Iulio	Campbelltown City Council (Meeting Chair)
Cr L Green	Adelaide Hills Council
Cr R Ashby	Corporation of the Town of Walkerville
Cr J Turnbull	City of Burnside
Mr W Reynolds	City of Mitcham (Proxy)

#### In Attendance:

Mr R Gregory	General Manager
Mr D Maywald	Manager Business Services
Brian Krombholz	Manager Operational Services
Ms P Foy	Executive Administration Officer
Paul Gasiorowski	BDO (Independent Probity Officer - joined via Zoom)

### 3. APOLOGIES

Mayor H Holmes-Ross	City of Mitcham
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 CONTRACT EVALUATION REPORT****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 and Independent Probity Officer, be excluded from the meeting on the basis that the East Waste Board 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 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 Stock that under Section 91(7) and (9) of the Local Government Act 1999 the Board 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 Reynolds

**Carried**

**9.2 CONTRACT OPTIONS OVERVIEW****RECOMMENDATION 1**

Moved Cr Green 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 and Independent Probity Officer, be excluded from the meeting on the basis that the East Waste Board 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 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 Turnbull

**Carried**

## **RECOMMENDATION 2**

Moved Cr Ashby that the Board resolves to not accept any of the offers received from the current Request for Proposal market testing exercise and to formally close the process.

Seconded Cr Stock

**Carried**

## **RECOMMENDATION 3**

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

Seconded Cr Green

**Carried**

## **9.3 CONTRACT OPTIONS**

### **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 and Independent Probity Officer, be excluded from the meeting on the basis that the East Waste Board 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 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 Turnbull

**Carried**

### **RECOMMENDATION 2**

Moved Cr Turnbull that under Section 91(7) and (9) of the Local Government Act 1999 the Board 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 Cr Stock

**Carried**

## **10. OTHER BUSINESS**

Nil

## **11. NEXT MEETING OF THE BOARD**

The next Ordinary Board Meeting is scheduled to be held on Thursday 23 June 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 6.24pm

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

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

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## 8.1: FINANCIAL REPORT – YEAR TO DATE (April 2022)

REPORT AUTHOR: General Manager

ATTACHMENTS: Nil

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### Purpose of the Report

To provide the Board with an overview of the Budget Versus Actual performance in key areas of East Waste's operations for the period ending 30 April 2022.

### 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

Members will recall BR3 predicted an end of year operating deficit of \$0.410M with advice that this figure will rise due to several expenditure items not yet realised and continuing high level fuel prices having a direct and indirect impact on East Waste expenses.

There are a number of expenses that have yet been accounted for (eg. Waste audit costs) and it is expected that the Fuel expenses line will incur a further \$50 - \$80K of expenses above the revised BR3 figure. This being the case, it will result in an additional ~\$0.360M being spent on fuel alone than originally budgeted.

East Waste as of 19 June 2022 has a healthy cash balance of \$2.148M. Budget Review 3 forecast an end of year cash reserve of \$1.991M which includes the current forecasted deficit of \$0.410M and the \$0.470M rebate payment to Member Councils. It is expected that the projected increase in the operating deficit will draw cash reserves down to a low threshold level, which East Waste has not operated at for several years. Should further deficits be experienced in coming years, it is unlikely East Waste will be in a position to absorb these.

While the operating deficit that East Waste is forecasting is significant, should it remain near this figure, Administration recommends drawing down on cash reserves rather than requesting Member Councils to fund the shortfall. East Waste is currently in a position to financially absorb the operating loss and strategically this will be a positive move with our Member Councils.

### RECOMMENDATION

**That the Board recommends that the Financial Report, year to date, is received and noted.**

## 8.2: INTERIM AUDIT REPORT

**REPORT AUTHOR:** General Manager

**ATTACHMENTS:** A: External Auditor Interim Management Report

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### Purpose of the Report

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

### Background

Nil

### Report

East Waste's appointed External Auditor, Bentley's, undertook the interim Audit in late April and early May 2022. A copy of their Interim Management Report is provided at Attachment A (refer Attachment A).

One matter of note is raised which relates to the Accrued Rebate (FY21 Operating Surplus) being paid to Member Councils. It has been a deliberate decision to retain the FY21 operating surplus, given a number of unexpected variables arising throughout the year. However, with these relatively understood and a broad acceptance that East Waste can absorb the projected FY22 operating deficit, Member Councils have been advised of their portion for refund and the funds paid to Member Councils. Bentley's have been advised of this.

This continues a recent history of positive audit reports for East Waste, reflecting the strong, transparent governance arrangement, systems and processes that are continually implemented and refined.

### Recommendation

**That the Board receives and endorses the Interim Audit Report and acknowledges the matter of note has been fully addressed.**

Where you want to be.

ITEM 8.2 - ATTACHMENT A



## East Waste Management Authority

### Report of Audit Findings

June 2022

David Papa, Partner  
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Telephone +61 8 8372 7900  
[dpapa@adel.bentleys.com.au](mailto:dpapa@adel.bentleys.com.au) | [bentleys.com.au](http://bentleys.com.au)

➤ Advisors

➤ Accountants

➤ Auditors



## Executive summary

We are providing our Interim report on the audit of East Waste Management Authority for the year ending 30/06/2022.

Dear Ms Hinchey

We have conducted our interim audit of East Waste Management Authority for the year ending 30/06/2022 and report to management and those charged with governance the following matters for information purposes and for consideration of implementation or corrective action:

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

The following matters are reported to management:

	Internal controls	Financial Statements
<b>Material</b>	-	Accrued rebate to members (Outstanding Identified audit risk)
<b>Not Material</b>	-	-
<b>Area for Improvement</b>	-	-

*Note: an empty comment means nothing to report*

At this stage of the audit, we intend to issue an unmodified audit opinion over the financial report of East Waste Management Authority. Should this change, we will inform the committee accordingly.

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

Sincerely,



David Papa

Partner

+61 8 8372 7900

[dpapa@adel.bentleys.com.au](mailto:dpapa@adel.bentleys.com.au)

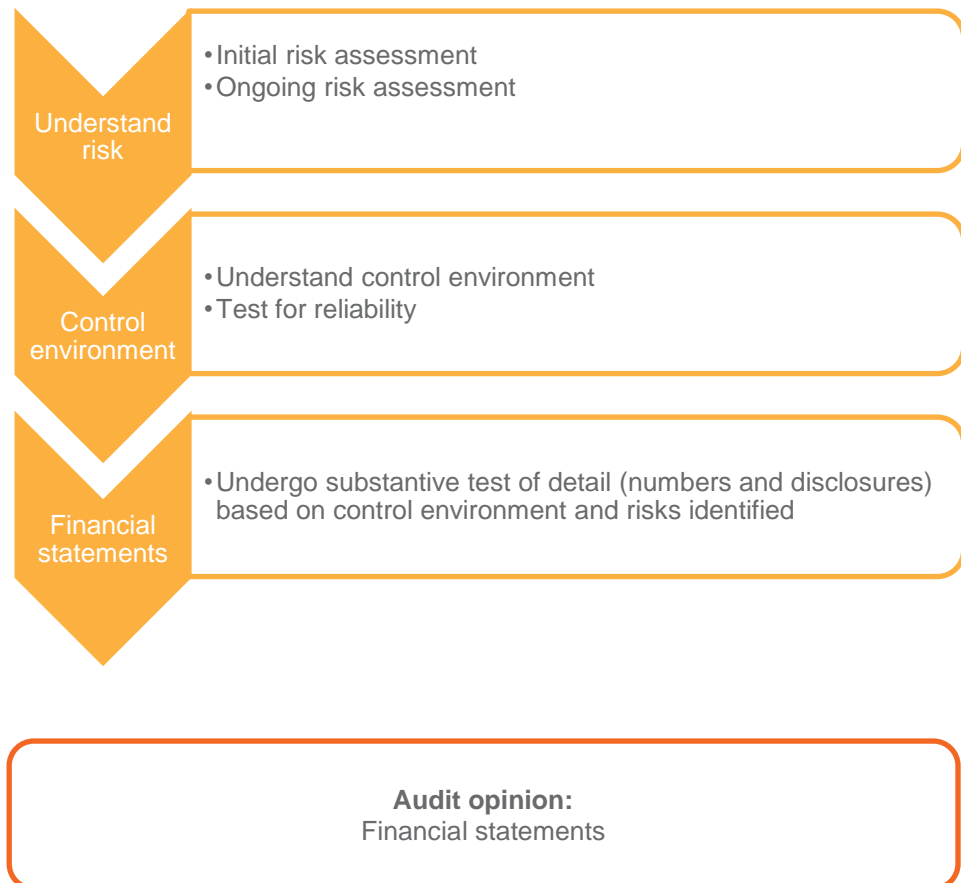


## Audit approach

Helping businesses achieve their goals and aspirations.

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

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



## Identified audit risks

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

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

### Risks identified at planning

---

#### Area

Fixed asset additions

---

#### Risk

There has been a material purchase of fleet assets during the year.

---

#### Audit Approach

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

---

#### Outcome

Satisfactory.

Additions to fleet have been appropriately recorded as assets on the balance sheet.

---

#### Area

Accrued rebate to members

---

#### Risk

In 2021 there was a liability in the books for \$0.47m, being an accrued rebate to member councils relating to an overcharge through the year. As disclosed in Note 1.11 of the 2021 financial statements, this amount was intended to be settled within the 12 months following 30 June 2021. It is our expectation this is returned in line with the 2021 common fleet percentage before year end.

---

#### Audit Approach

We will perform audit procedures to assess if the rebate is calculated and returned as intended.

---

#### Outcome

As at our interim visit in April 2022, this matter remained outstanding. We expect this matter to be settled within the financial year as intended.

---



## Identified audit risks

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

---

### Area

Change in key management personnel

---

### Risk

The change in key management and accounting personnel may have an impact on the internal control environment.

---

### Audit Approach

We will obtain an understanding of key processes and controls and consider if the controls have are operating effectively during the year.

---

### Outcome

Controls tested through our interim procedurs appear to be materially effective.

---



## Matters for those charged with governance

---

### **Fraud**

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

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

---

### **Legal compliance**

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

---

### **Financial reporting and accounting policies**

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

---

### **Going concern**

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

---

### **Cooperation with management**

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

---



## Where you want to be

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

**Contact Bentleys.**

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➤ Advisors    ➤ Accountants    ➤ Auditors

---

## 8.3: DRAFT 2022/23 ANNUAL BUSINESS PLAN & BUDGET

**REPORT AUTHOR:** General Manager  
**ATTACHMENTS:** A: Draft 2022/23 Budget  
B: Member Council Consent

---

### Purpose of the Report

To provide the Board with a copy of Member Council feedback on the draft *East Waste Annual Plan 2022/23* and for the Board to formally adopt.

### Background

Section 51 of the *Eastern Waste Management Authority Charter* (Charter) requires the Authority to have an Annual Plan which supports and informs its Budget. At the meeting held 24 February 2022, the East Waste Board resolved:

#### **8.2 2022/23 DRAFT ANNUAL PLAN & BUDGET ASSUMPTIONS**

*Moved Cr Green that the Board:*

1. *Endorses the East Waste 2022/23 Annual Plan, as presented in Attachment A;*
2. *Endorses the associated draft budget and proposed Member Council Fees;*
3. *Authorises the General Manager to distribute to each Member Council for review and comment, the Draft 2022/23 Annual Plan, as presented in Attachment A, along with the proposed fees.*

*Seconded Cr Ashby*

**Carried**

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

### Report

The draft 2022/23 Annual Plan, inclusive of Financial Statements is presented in full in Attachment A (refer Attachment A). No amendments have been requested to the Annual Plan or budget as a result of the Member Council review process.

There are a number of elements that are likely to impact the finances which will result in significant changes to the budget. Details on these implications will be provided at the meeting.

### Consent of draft Annual Plan 2022/23

As per Clause 52.3 of the Charter, Member Councils only consent to the Annual Plan, not their fees and charges, albeit it is not uncommon for a number to comment on the budgetary component. All Member Councils have consented to the Annual Plan (refer Attachment B for a copy of Member Council letters).

The Audit and Risk Committee considered the Annual Plan at its June meeting and resolved:

### **8.3 ANNUAL PLAN AND BUDGET ENDORSEMENT**

*Moved Cr Green that the Committee recommends that:*

1. *the draft 2022/23 Annual Business Plan and Budget as presented in Attachment A be amended to:
  - a. include the Budget Review Three; and
  - b. include an Executive Summary by the General Manager*
2. *the amended draft 2022/23 Annual Business Plan and Budget be presented to the Board for endorsement.*

*Seconded Ms Di Blasio*

***Carried***

Having considered Recommendation 1 of the Annual Plan, Administration have not made the requested changes as the draft Plan been distributed to Council's for review. Amending the Annual Plan would require an additional round of Council consultation. It is likely that decisions over the coming month will have a fundamental impact on East Waste's business and material impact on the budget, which will necessitate revising the Annual Plan and seeking Member Council approval. The requested amendments will be incorporated at this time.

### **RECOMMENDATION**

**That the Board:**

1. **Endorses the 2022/23 Annual Business Plan and Budget, inclusive of all projects and expenditure, as presented in Attachment A.**
2. **Authorises East Waste to apply and borrow funds up to \$2,400,000 for the budgeted replacement of up to five (5) Collection Vehicles as identified within East Waste's Fleet Asset Management Plan 2020-2030, the replacement of operational motor vehicles and minor facility improvements.**
3. **The Board authorises the Chair & General Manager to execute required loan documentation and the affixation of the common seal on behalf of East Waste.**



# EastWaste



## 2022/23 Annual Plan

# Table of Contents

Vision and Mission ..... 1

Introduction ..... 2

2022/23 Objectives & Activities..... 4

Annual Plan 2022/23 Delivery Schedule ..... 5

Budget Management ..... 11

Financial Statements..... 12

# VISION

## **The Destination**

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

# MISSION

## **The Vehicle**

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

# Introduction

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

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

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

Sitting above the Annual Plan is the *East Waste 2030 Strategic Plan* which sets out a series of bold and ambitious targets (Key Performance Indicators) which we aspire to meet through five Key Objectives and a series of Strategies. The *2030 Strategic Plan* is summarised on the following page.

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

As a regional subsidiary, East Waste recognises that success from this Annual Plan is not possible without the continued support, integration and active working partnership of all our Member Councils and key Strategic Partners. East Waste is committed to developing and continuing partnerships which ultimately drive value back to the communities we serve. The value East Waste offers is unique, in that we are continually working with our Member Councils to drive down costs. East Waste have established a model where we are nimble and respond swiftly to external impacts and Member Council requests, in a far more timely manner than industry counterparts. East Waste takes much of the worry and pressures associated with waste away from the Member Councils, allowing them to focus on other key matters of importance to them and their communities.

# East Waste Strategic Plan Vision, Objectives & Strategies

## VISION

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

## OBJECTIVES

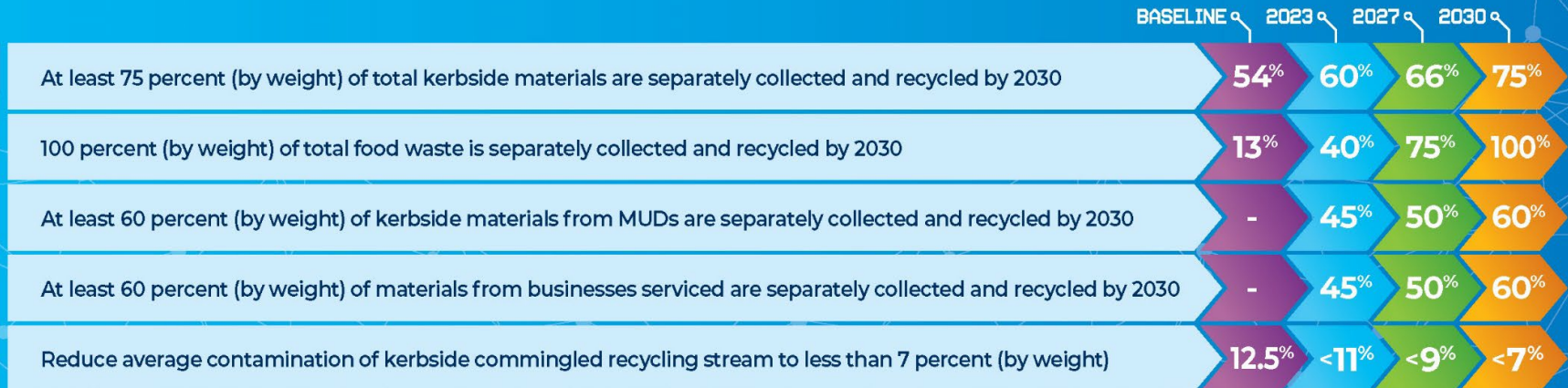
- |   |   |   |   |   |
|---|---|---|---|---|
|  |  |  |  |  |
| 1. Deliver cost-effective and efficient services facilities                       | 2. Maximise source separation and recycling                                       | 3. Provide leading and innovative behaviour change and education                    | 4. Help develop a local circular economy  | 5. Provide leadership   |

## STRATEGIES

- |   |  |   |   |   |
|---|--|---|---|---|
| <p>1.1 Attract additional services and/or new councils where further economies of-scale can be achieved</p> <p>1.2 Offer a single contract for the management of the residual waste to all member councils</p> <p>1.3 Partner with other councils and organisations to achieve greater synergies and economies of scale in service delivery</p> <p>1.4 Investigate and implement collection technologies and innovation</p> <p>1.5 Provide a consistently high standard of Customer Service</p> | <p>2.1 Provide more service choice and flexibility to residents on kerbside services to support them to increase their recycling levels</p> <p>2.2 Provide a tailored 3-stream service to Multi-Unit Dwellings (MUDs) to support waste reduction and increased recycling</p> <p>2.3 Pilot a tailored service delivery model across a business precinct(s) to support waste reduction and increased recycling</p> | <p>3.1 Engage in research and projects delivering evidence-based data which increases behaviour change decision making</p> <p>3.2 Develop an integrated and tailored long-term community behaviour change and education program</p> <p>3.3 Identify and trial behaviour change programs aimed at reducing contamination</p> <p>3.4 Encourage and support councils to introduce an incentive(s) to households to reduce their landfill volumes</p> <p>3.5 Engage schools in behaviour change &amp; waste education</p> | <p>4.1 Support local reprocessing and procurement of recycled content products</p> <p>4.2 Encourage and support councils to procure and use recycled content products</p> <p>4.3 Support councils to implement sharing economy and reuse initiatives</p> <p>4.4 Investigate options to process and extract the highest value from collected resources</p> | <p>5.1 Implement best practice safety standards</p> <p>5.2 Advocate on behalf of our Member Councils</p> <p>5.3 Invest in our people</p> <p>5.4 Quality and transparent Corporate (Governance &amp; Financial) Activities</p> |
|---|--|---|---|---|

## KPIs

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



# 2022/23 Objectives & Activities

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

The KPIs set in the Strategic Plan were deliberately designed to be stretch targets and with the current legislative impediments reaching these goals will be challenging. The programs listed below will drive towards achieving these, however are by no means a silver bullet to addressing the required community-wide behaviour change and perceptions that is required. Achieving these will require a long concerted effort. While challenging, from a waste industry perspective, no one is better placed than East Waste to partner with and drive these changes.

The following is not a prescriptive list, rather the key projects East Waste intends to undertake over the 2022/23 year and are detailed below. While these will be the key focus, East Waste will remain as a fluent and adaptable Organisation that is able to pivot and respond as required to maximise funding, partnerships, opportunities and projects that will fast-track the pursuit of our KPIs.

NO.	ACTIVITY/PROJECT	OVERVIEW	OBJECTIVE	STRATEGY	MAIN KPI TARGET
<b>DELIVER COST EFFECTIVE AND EFFICIENT SERVICES AND FACILITIES</b>					
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.	Deliver Cost Effective and efficient services and facilities	1.1	Vision Target
2.	Investigate opportunities outside of existing Member Councils.	East Waste will actively pursue service provision to non-member Councils where value to existing Members can be realised.	Deliver Cost Effective and efficient services and facilities	1.3	Vision Target
3.	Communication System Upgrade	East Waste is a service-based organisation who recognise the importance of providing a great customer experience. Therefore, it is important that our communication systems are designed in a manner that enhances callers experiences whilst also being able to provide accurate data that helps to inform current & future business decisions.	Deliver Cost Effective and efficient services and facilities	1.5	Vision Target

## MAXIMISE SOURCE SEPARATION & RECYCLING

4.	Continue to advance 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.	Maximise Source separation and recycling	2.1	<ul style="list-style-type: none"> <li>• At least 75% of kerbside material separately collected &amp; recycled</li> <li>• 100% of food waste separately collected and recycled.</li> </ul>
5.	Multi-Unit Dwelling Research and Source Separation Trial.	<p>Across East Waste approximately 8% of total unit dwellings are Multi-unit. These are typically, challenging to manage, low performing sites which hinder diversion targets.</p> <p>This project will explore the latest international evidence-based guidance to identify ways to increase convenience and effectiveness of source separation for MUD residents and identify or exclude ways to improve performance and help to understand the operational, environmental and community benefits or impacts.</p>	Provide leading and innovative behaviour change and education	2.2	<ul style="list-style-type: none"> <li>• 60% by weight of kerbside materials from MUDs is separately collected and recycled</li> </ul>



## PROVIDE LEADING AND INNOVATIVE BEHAVIOUR CHANGE AND EDUCATION

6.	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.	Provide leading and innovative behaviour change and education	3.2	<ul style="list-style-type: none"> <li>• Vision Target</li> </ul>
7.	Develop & Implement an East Waste wide bin tagging program.	Several Member Councils conduct bin tagging as part of a broader educational and behaviour change program. East Waste will seek to draw these individual programs together to generate efficiency and data which can be analysed across Councils.	Provide leading and innovative behaviour change and education	3.4	<ul style="list-style-type: none"> <li>• At least 75% of kerbside material separately collected &amp; recycled</li> <li>• 100% of food waste separately collected and recycled.</li> </ul> <p>Reduce average contamination of kerbside commingled recycling to less than 7%.</p>

## 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.	Encourage & support Councils to procure and use recycled content products	4.2	Vision Target
9.	Investigate current and future opportunities for East Waste and Member Council in a carbon market.	<p>The collection and processing of materials generates a significant amount of harmful greenhouse gases. This can be minimised through alternative treatment processes, which in turn may provide opportunities within the carbon market.</p> <p>This project will investigate any such opportunities or additional work required.</p>	Investigate options to process and extract the highest value from collected resources.	4.4	Vision Target

**PROVIDE LEADERSHIP**

10.	Fleet Replacement	In line with the Long Term Financial Plan, undertake the replacement of five (5) collection vehicles.	Provide Leadership	5.4	Vision Target
11.	WHS Systems Audit.	East Waste will focus on both internal and external auditing. The purpose and objective of the auditing is to test the validity and the effectiveness of the implementation of the systems within our organisation. East Waste will seek evidence of the implementation process that haven taken place. A strong focus on the auditing process will be focusing on the hierarchy of control (HOC). The decision to focus on the HOC is based on the organisational risk factors and previous audit results.	Provide Leadership	5.1	Implement best practice safety standards



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

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

Fraser Bell  
East Waste Chair 2020

**EastWaste**

**20**  
STRATEGIC  
PLAN  
**30**

# Budget Management

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

The budget to deliver this Annual Plan, along with all East Waste's Services and legislative requirements is detailed in the following proposed 2022/23 Financial Papers (refer Attachment 1 – 5).

**EAST WASTE****Projected Statement of Comprehensive Income (Budgeted)  
for the Financial Year Ending 30 June 2023**

<b>FY2021</b>		<b>FY2022</b>	<b>FY2022</b>	<b>FY2023</b>
<b>Audited Actuals</b>		<b>Adopted Budget</b>	<b>BR2</b>	<b>Proposed Budget</b>
<b>\$'000</b>		<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
	<b>Income</b>			
16,707	User Charges	18,241	16,822	17,949
12	Investment income	2	2	2
-	Grants, subsidies and contributions	-	82	75
917	Other	1,171	956	1,234
<b>17,636</b>	<b>Total</b>	<b>19,414</b>	<b>17,862</b>	<b>19,260</b>
	<b>Expenses</b>			
6,089	Employee Costs	6,309	6,309	6,504
9,149	Materials, contracts & other expenses	10,686	9,520	10,171
1,986	Depreciation, amortisation & impairment	2,122	2,082	2,209
262	Finance costs	281	271	268
<b>17,486</b>	<b>Total</b>	<b>19,398</b>	<b>18,182</b>	<b>19,152</b>
<b>150</b>	<b>Operating Surplus / (Deficit)</b>	<b>16</b>	<b>(320)</b>	<b>108</b>
105	Asset disposals & fair value adjustments	115	45	100
<b>255</b>	<b>Net Surplus / (Deficit)</b>	<b>131</b>	<b>(275)</b>	<b>208</b>
-	Other Comprehensive Income	-	-	-
<b>255</b>	<b>Total Comprehensive Income</b>	<b>131</b>	<b>(275)</b>	<b>208</b>

**EAST WASTE**

## Projected Balance Sheet (Budgeted)

for the Financial Year Ending 30 June 2023

FY2021		FY2022	FY2022	FY2023
Audited Actuals		Adopted Budget	BR2	Proposed Budget
\$'000		\$'000	\$'000	\$'000
	<b>Assets</b>			
	<b>Current</b>			
3,168	Cash & Cash Equivalents	2,192	2,161	2,420
661	Trade & Other Receivables	1,020	661	661
-	Other Financial Assets	-	-	-
<b>3,829</b>	<b>Total</b>	<b>3,212</b>	<b>2,822</b>	<b>3,081</b>
	<b>Non-Current</b>			
8,098	Infrastructure, Property, Plant & Equipment	8,576	8,513	8,631
<b>8,098</b>	<b>Total</b>	<b>8,576</b>	<b>8,513</b>	<b>8,631</b>
<b>11,927</b>	<b>Total Assets</b>	<b>11,788</b>	<b>11,335</b>	<b>11,712</b>
	<b>Liabilities</b>			
	<b>Current</b>			
1,609	Trade & Other Payables	1,224	1,220	1,145
1,925	Borrowings	2,176	1,850	1,870
654	Provisions	642	694	734
<b>4,188</b>	<b>Total</b>	<b>4,042</b>	<b>3,764</b>	<b>3,749</b>
	<b>Non-Current</b>			
6,423	Borrowings	6,273	6,490	6,634
97	Provisions	123	137	177
<b>6,520</b>	<b>Total</b>	<b>6,396</b>	<b>6,627</b>	<b>6,811</b>
<b>10,708</b>	<b>Total Liabilities</b>	<b>10,438</b>	<b>10,391</b>	<b>10,560</b>
<b>1,219</b>	<b>Net Assets</b>	<b>1,350</b>	<b>944</b>	<b>1,152</b>
	<b>Equity</b>			
1,219	Accumulated Surplus	1,350	944	1,152
<b>1,219</b>	<b>Total Equity</b>	<b>1,350</b>	<b>944</b>	<b>1,152</b>

## EAST WASTE

### PROJECTED STATEMENT OF CASH FLOWS (BUDGET)

for the Financial Year Ending 30 June 2023

FY2021		FY2022	FY2022	FY2023
Audited Actuals		Adopted Budget	BR2	Proposed Budget
\$'000		\$'000	\$'000	\$'000
	<b>Cash Flows from Operating Activities</b>			
	<b>Receipts</b>			
18,457	Operating Receipts	19,412	17,940	19,183
7	Investment Receipts	2	2	2
	<b>Payments</b>			
(6,012)	Employee costs	(6,309)	(6,229)	(6,424)
(9,243)	Materials, contracts & other expenses	(10,686)	(9,990)	(10,171)
(233)	Interest Payments	(281)	(271)	(268)
<b>2,976</b>	<b>Net Cash Flows from Operating Activities</b>	<b>2,138</b>	<b>1,452</b>	<b>2,322</b>
	<b>Cash Flows from Investing Activities</b>			
	<b>Receipts</b>			
124	Sale of Replaced Assets	115	115	100
	<b>Payments</b>			
(2,452)	Expenditure on Renewal/Replaced Assets	(2,381)	(2,566)	(2,327)
-	Expenditure of New/Upgraded Assets	-	-	-
<b>(2,328)</b>	<b>Net Cash Flows from Investing Activities</b>	<b>(2,266)</b>	<b>(2,451)</b>	<b>(2,227)</b>
	<b>Cash Flow from Financing Activities</b>			
	<b>Receipts</b>			
2,284	Proceeds from Borrowings	2,200	2,031	2,225
	<b>Payments</b>			
(260)	Repayment of Lease Liabilities	(265)	(247)	(263)
(1,826)	Repayment of Borrowings	(1,810)	(1,792)	(1,798)
<b>198</b>	<b>Net Cash Flow from Financing Activities</b>	<b>125</b>	<b>(8)</b>	<b>164</b>
<b>846</b>	<b>Net Increase (Decrease) in cash held</b>	<b>(3)</b>	<b>(1,007)</b>	<b>259</b>
<b>2,322</b>	<b>Cash &amp; cash equivalents at beginning of period</b>	<b>2,195</b>	<b>3,168</b>	<b>2,161</b>
<b>3,168</b>	<b>Cash &amp; cash equivalents at end of period</b>	<b>2,192</b>	<b>2,161</b>	<b>2,420</b>



**EAST WASTE****Projected Statement of Changes in Equity (Budgeted)  
for the Financial Year Ending 30 June 2023**

<b>FY2021</b>		<b>FY2022</b>	<b>FY2022</b>	<b>FY2023</b>
<b>Audited Actuals</b>		<b>Adopted Budget</b>	<b>BR2</b>	<b>Proposed Budget</b>
<b>\$</b>		<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
964	<b>Opening Balance</b>	1,219	1,219	944
255	Net Surplus / (Deficit) for Year	131	(275)	208
-	Contributed Equity	-	-	-
-	Distribution to Councils	-	-	-
<b>1,219</b>	<b>Closing Balance</b>	<b>1,350</b>	<b>944</b>	<b>1,152</b>

DRAFT

**EAST WASTE**
**Projected Uniform Presentation of Finances (Budgeted)  
for the Financial Year Ending 30 June 2023**

FY2021		FY2022	FY2022	FY2023
Audited Actuals		Adopted Budget	BR2	Proposed Budget
\$'000		\$'000	\$'000	\$'000
17,636	Income	19,414	18,848	19,260
(17,486)	Expenses	(19,398)	(18,982)	(19,152)
<b>150</b>	<b>Operating Surplus / (Deficit)</b>	<b>16</b>	<b>(134)</b>	<b>108</b>
	<b>Net Outlays on Existing Assets</b>			
(2,452)	Capital Expenditure on Renewal and Replacement of Existing Assets	(2,381)	(2,516)	(2,327)
1,986	Depreciation, Amortisation and Impairment	2,122	2,082	2,209
124	Proceeds from Sale of Replaced Assets	115	115	100
<b>(342)</b>		<b>(144)</b>	<b>(319)</b>	<b>(18)</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>90</b>

DRAFT



PO Box 44  
Woodside SA 5244  
Phone: 08 8408 0400  
Fax: 08 8389 7440  
mail@ahc.sa.gov.au  
**www.ahc.sa.gov.au**

Direct line: 8408 0438

18 May 2022

Mr Rob Gregory  
General Manager  
East Waste  
1 Temple Court  
OTTOWAY SA 5013  
E: [east@eastwaste.com](mailto:east@eastwaste.com)

Dear Rob

**Draft 2022/23 Annual Business Plan & Budget**

I am pleased to advise that the following resolution was unanimously passed at the Special Council meeting held on 17 May 2022:

*Council resolves:*

1. *That the report be received and noted*
2. *To provide consent to the Eastern Waste Management Authority Draft Annual Plan 2022-23.*

The Council Members appreciated you taking the time to present the East Waste 2022-23 Annual Business Plan and Budget and thank you for your informative presentation.

Yours sincerely

A handwritten signature in black ink, appearing to read 'L Miller', is written over a light grey horizontal line.

**Lachlan Miller**  
**Executive Manager Governance & Performance**



Enq: Simon Zbierski  
Ph: 8366 9289



11 April 2022

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

Dear Mr Gregory

**Draft 2022/2023 Annual Plan and Budget**

I wish to advise that at its meeting held on Tuesday 5 April 2022 Council endorsed East Waste's Draft Annual Plan and Budget for the Year ending 30 June 2023.

Furthermore, Council will recognise its equity share in East Waste's budgeted gain in its draft 2022/2023 Annual Business Plan and Budget.

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

Yours sincerely

Michelle Hammond  
General Manager Corporate & Community Services

25 May 2022

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

Email: [RobG@eastwaste.com](mailto:RobG@eastwaste.com)

Dear Mr Gregory

Re: East Waste 2022/2023 Draft Annual Business Plan and Budget

Following receipt of your letter dated 28 March 2022, Council has endorsed the following recommendation in relation to the East Waste 2022/2023 Draft Annual Plan and Budget at its Full Council meeting on 24 May 2022:

*That Council consents to the East Waste Draft 2022/23 Annual Plan and acknowledges the East Waste Draft 2022/23 Budget.*

The report and attachments were discussed in confidence in accordance with the Local Government Act 1999.

I can be contacted on 0419 649 926 or at [gchambers@mitchamcouncil.sa.gov.au](mailto:gchambers@mitchamcouncil.sa.gov.au) if you would like further information about Council's endorsement of the East Waste 2022/2023 Draft Annual Business Plan and Budget.

Yours sincerely



Gemma Chambers  
WASTE MANAGEMENT OFFICER

File Number: qA87860 (A397418)  
Enquiries To: Sharon Perkins  
Direct Telephone: 8366 4533



**City of  
Norwood  
Payneham  
& St Peters**

13 May 2022  
Mr Rob Gregory  
General Manager  
East Waste  
PO Box 26  
Mansfield Park SA 5012

Dear Rob

**2022 -2023 Draft Annual Plan**

Thank you for your letter dated 28 March 2022, in which you have requested the Council's consideration of the East Waste Draft Annual Plan and accompanying Budget for the 2022-2023.

I wish to advise that the Council considered the East Waste Draft 2022-2023 Annual Plan at its meeting held on 2 May 2022.

Following the consideration Draft 2022-2023 Annual Plan, the Council resolved to advise East Waste that pursuant to Clause 52.3 of the East Waste Charter the Council has considered and approves the 2022-2023 Draft Annual Plan.

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

Yours sincerely

Sharon Perkins  
**GENERAL MANAGER, CORPORATE SERVICES**

175 The Parade  
Norwood SA 5067

PO Box 204  
Kent Town SA 5071

Telephone  
8366 4555

Facsimile  
8332 6338

Email  
[townhall@npsp.sa.gov.au](mailto:townhall@npsp.sa.gov.au)

Website  
[www.npsp.sa.gov.au](http://www.npsp.sa.gov.au)




100% Australian Made  
Recycled Paper

Community  
Well-being is...  
Social Equity  
Cultural Vitality  
Economic Prosperity  
Environmental  
Sustainability

RE: East Waste Draft FY23 Annual Plan and Fees



Helen Bortoluzzi <HBortoluzzi@burnside.sa.gov.au>  
To: Rob Gregory

 You replied to this message on 5/5/2022 12:50 PM.

Dear Rob

At its meeting held on Thursday 28 April 2022. Council resolved

**11.4 Regional Subsidiaries Annual Business Plans 2022/23 (Report No: 102-22)**

**Motion C280422/13140**

That Council (in part)

Adopts the Eastern Waste Management Authority draft Budget 2022/23, noting the Budgeted result is a Net Surplus of \$208k.

If you have any queries, please do not hesitate to contact Chris.

Regards



**Helen Bortoluzzi** | Executive Support Officer  
City of Burnside | 401 Greenhill Road Tasmore SA 5065  
P: 08 8366 4255  
[hbortoluzzi@burnside.sa.gov.au](mailto:hbortoluzzi@burnside.sa.gov.au)  
[www.burnside.sa.gov.au](http://www.burnside.sa.gov.au)




## RE: East Waste draft FY23 Annual Plan & Budget



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

To Rob Gregory

 You replied to this message on 6/8/2022 9:59 AM.

Good morning Rob

This was circulated to our Elected Members via our CEO Update on 6 April 2022.

There was no feedback or objections received.

Please let me know if you require any further information.

Kind regards

Jasmyn

### **Jasmyn Page**

Executive Assistant - Chief Executive Officer

T 08 8269 5355

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

[jasmyn.page@prospect.sa.gov.au](mailto:jasmyn.page@prospect.sa.gov.au)

*City of Prospect acknowledges that we are on the traditional country of the Kaurna people of the Adelaide Plains region, and we pay our respect to Elders past and present.*





TOWN OF



WALKERVILLE

**The Corporation of the Town of Walkerville**

ABN 49 190 949 882

66 Walkerville Terrace, Gilberton SA 5081

PO Box 55, Walkerville SA 5081

Telephone: (08) 8342 7100

Facsimile: (08) 8269 7820

Email: [walkerville@walkerville.sa.gov.au](mailto:walkerville@walkerville.sa.gov.au)

[www.walkerville.sa.gov.au](http://www.walkerville.sa.gov.au)

10 June 2022

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

**Via Email:** [robq@eastwaste.com](mailto:robq@eastwaste.com)

Dear Mr Gregory,

**RE: East Waste Draft Annual Business Plan & Budget 2022-23**

At a Special Council meeting held on Thursday 9 June 2022, Council resolved to endorse the East Waste Draft Annual Business Plan & Budget 2022-23. For your convenience, the resolution is replicated herein:

**CNC316/21-22**

1. *That Council receive and endorse the East Waste Draft Annual Business Plan & Budget 2022-23, appearing as Attachment B to this report.*
2. *That Administration write to East Waste advising of Council's decision.*

Should you have any questions, please feel free to contact me at 8342 7100 or alternatively [office@walkerville.sa.gov.au](mailto:office@walkerville.sa.gov.au).

Yours sincerely

Scott Reardon  
**Acting Chief Executive Officer**

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## 8.4: EDUCATION REPORT

**REPORT AUTHOR:** Manager Business Services

**ATTACHMENTS:** A: East Waste Annual Education Report – June 2022

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### Purpose of the Report

To provide the Board with an overview of the education and promotional activities delivered to our member Council's schools and community in the 2021 /2022 financial year.

### Background

The East Waste Strategic Plan 2030, Objective 3 is: *"Provide leading and innovative behaviour change and education"* which includes a number of key education related strategies.

To ensure that East Waste continue to deliver on the education related objectives and strategies a number of educational/behavioural related initiatives are administered by both East Waste and through our existing contract with KESAB. The key activities include but are not limited to:

- Attendance at Community Events which includes education stalls and event bin monitoring;
- Social Media Posts;
- Updates to Council's and East Waste's websites;
- Input into the contents of Which Bin website;
- Information Displays at councils and shopping centres;
- Printed Resources / Signage provided to Council's / Schools and member Council's residents;
- Flyers for inclusion in Council's rates notices;
- Waste and Recycling Bin Audits;
- School Excursions; and
- Community and School workshops.

### Report

Over the last twelve (12) months East Waste combined with KESAB, have continued to provide various education and behaviour change programs and activities to ensure a broad community reach.

Whilst the restrictions associated with COVID presented some additional challenges for community and school related programs, through adapting the delivery, the majority of the planned programs were able to be successfully delivered.

The attached Education Report (refer attachment A) provides an overview of the programs and activities that have been delivered in addition to statistics about the market reach and levels of engagement. Further information on the schools Program, delivered principally through a contract by KESAB is detailed in the attachment to Report 9.2.

### RECOMMENDATION

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



## Why waste it? and Which Bin? Education Report June 2022



East Waste has continued to work with Green Industries SA to further deliver key Which Bin? campaign messages, website content, weekly tips and printable resources and bin signage. The information and resources are tailored for East Waste Councils and have been made available to Councils throughout the state under the Which Bin? campaign.

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

Education messages continue to be aligned with key behaviour change priorities in diverting food waste. Eg. 'Food scraps? Which Bin? Feed 'em to the Green Bin.' This was promoted broadly through a bus shelter and street sign campaign delivered with Green Industries SA from July until mid-December 2021. A total of 41 bus shelter sites, 86 street signs and 16 street banners were placed in prominent, high traffic locations. [Click here](#) for report.

Bright colours, clear graphics, simple and clear 'call to action' eg. 'Grab a kitchen caddy from Council today' messages along with the clever use of humour and catchy phrases, are all important elements in the success and appeal of the campaign. The use of clear and bold graphics have also proven to help overcome language barriers.

National and international initiatives and events such as International Compost Awareness Week, Stop Food Waste Day, National Recycling Week and Plastic Free July continue to be utilised as an effective platform for delivering information sessions and education stalls.

The increase in certain waste streams including face masks, cleaning and sanitation products as well as takeaway food containers associated with covid precautions and management, have continued to be promptly responded to through key education messages. Information included correct disposal and recycling options as well as ways to reduce the amount of waste being produced through encouraging reusable options where possible. Information was distributed through East Waste and our member Council's social media channels, the My Local Services app, council newsletters and e-news bulletins.

Despite event restrictions and cancellations due to covid, East Waste has supported a total of 26 events through the delivery of education stalls and assistance with waste management. The Why waste it? Which Bin? education stalls continue to provide a valuable and positive interaction with residents, reaching 5,200 residents through face-to-face discussions, answering Which Bin? and recycling questions, playing the popular mini-bin game and providing

printed flyers and bin stickers. Assistance with event waste management has been facilitated mostly through education stalls as well as providing bin monitoring, bin signage and supporting stall holders to provide 100% compostable takeaway items.

A number of apartment precincts have been provided bin signage and printed education resources. This has been in response to contamination issues that are common in shared bin arrangements. It is encouraging to see the very low contamination rates evident in new developments such as Glenside by Cedar Woods. Signs have been developed for bin chute areas as well as bin storage areas. A '[Waste Management and Services Guide for Multi-Unit Dwellings](#)' has also been developed to assist in the delivery of services and education for MUDS.

School education and resources have been delivered through KESAB environmental solutions. Almost 1400 students participated in KESAB education sessions delivered within schools as well as at the KESAB Education Centre. This included Bin Assessments, Which Bin sorting activities, Recycle Relays, Professor Planet Shows and Papermaking and Beeswax Wrap Workshops. Mini-bin games were also provided to schools.

*Beyond the Kerb* Community bus tours were once again very popular with residents providing a very insightful education experience into how resources are processed and recycled. These were delivered by KESAB with a total of 22 tours delivered to 500 residents.

*“Whilst education will play a key role in sustained behavioural change, education alone is unlikely to be enough. A review of scheme design, collection frequencies, materials targeted alongside an extensive education campaign, is required.”*

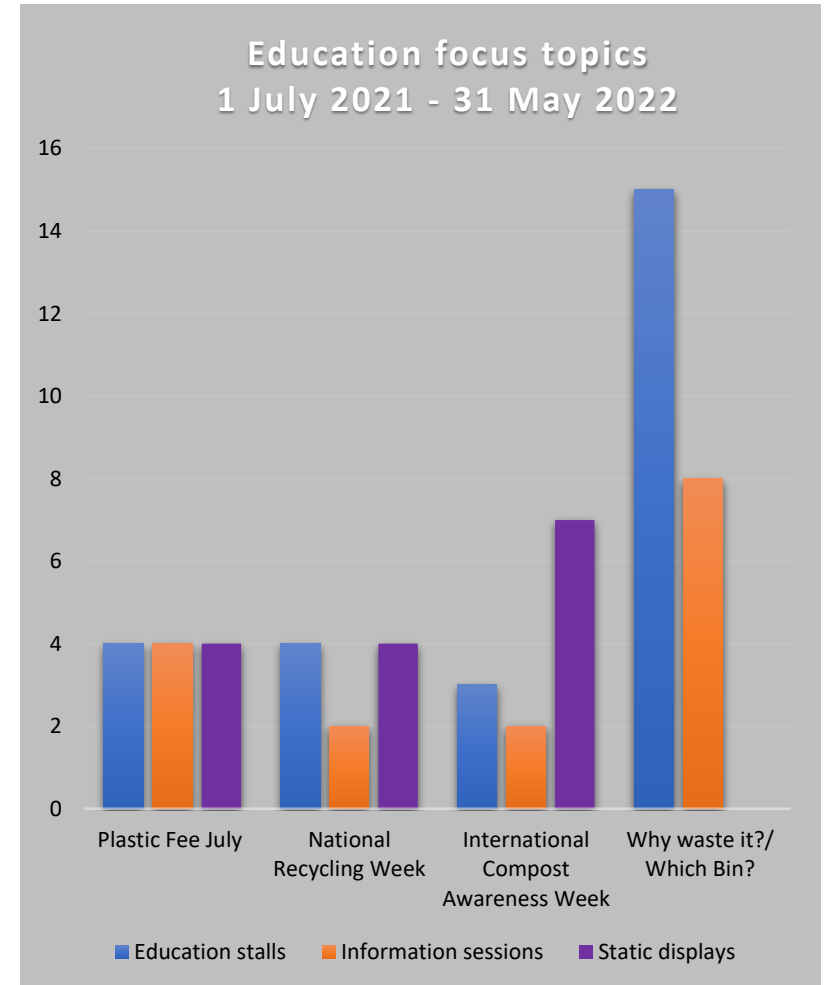
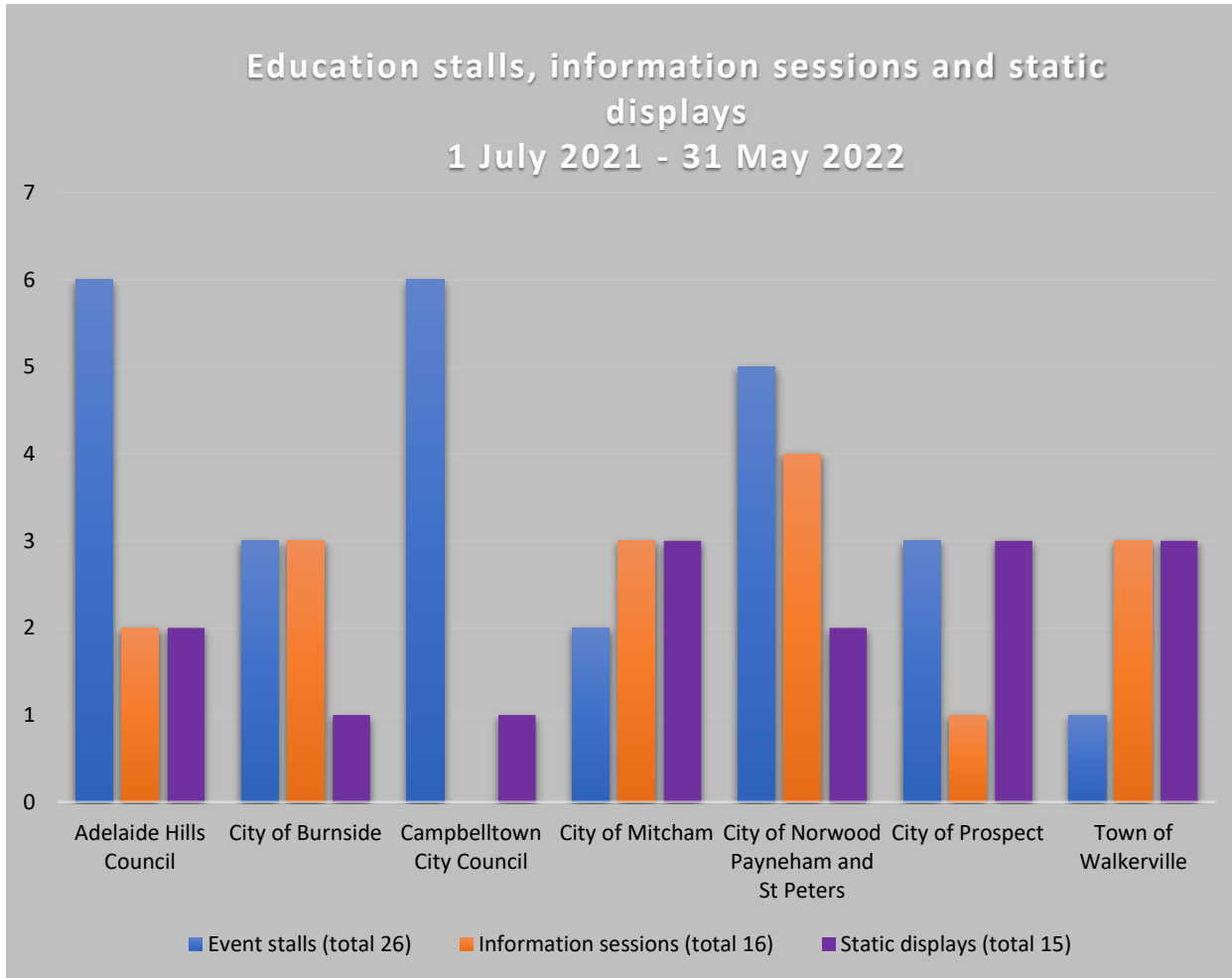
Source: East Waste White Paper – Review of Waste System and Scheme Education, Ricardo Energy Environment & Planning, September 2020

Method of delivery	Education delivered	Residents reached and impact
<b>Which Bin? website and tips</b>	Items lookup tool, A-Z directory, tips and videos promoted by Green Industries with a new 'Which Bin? Just ask Vin' campaign. East Waste provides input and content updates for the website.	Website and campaign is delivered state-wide
<b>East Waste and Council websites</b>	The East Waste and Council websites are regularly updated with recycling and waste information. Relevant publications and news articles are also published on these websites.	Council websites are an important source of information for residents and have been identified as one of the main ways residents seek information on waste and recycling. East Waste's website had <b>over 80,000 users</b> this year.
<b>My Local Services app - weekly push notifications received with bin collection reminders</b>	Waste reduction and recycling tips are delivered each week through the My Local Services app at 6pm on 'bin night' – allowing delivery of education timed when waste disposal behaviour is taking place. Public Holiday collections and other important waste collection information is also promoted through these notifications.	As of 31 May 2022: <b>20,322</b> East Waste residents now receive the tips each week
<b>Social Media (mostly Facebook)</b>	Weekly tips replicating those going out through the MLS app, relevant events, public holiday collections and other important information published. These are promoted through East Waste's and each of our Council's social media platforms.	<b>2,479</b> followers. Average monthly reach on Facebook <b>27,400</b> with <b>5,600</b> engagements. <b>Total reach = 130,978</b> for the year. This figure does not include the additional reach within our 7 member Councils SM platforms, who also post and share the weekly tips and other SM content. *See social media report for more details
<b>Community event education stalls and bin monitoring</b>	<p>Education stalls allow for face-to-face delivery of education and resources. Residents can get their questions and concerns answered first hand and collect printed resources including bin stickers and fact-sheets. The mini-bin game provides an attractive fun element and effective learning tool for children and adults. Mini-bins are provided as prizes for additional incentive. Kitchen caddies and compostable bags are also provided for residents at the stalls.</p> <p>Bin monitoring allows for education to be delivered at the point that waste disposal behaviour is taking place. This usually includes being dressed up as a slice of pizza, taco or other food item to add a fun and humorous element to the activity. Bin monitoring is an essential element to minimising contamination in the bins and maximising waste diversion at events.</p>	<p>Average of 250 people visit the education stall per event x <b>26 events</b> this year = <b>5,200</b></p> <p>Bin monitoring has been key to achieving a <b>80% diversion rate</b> with minimal contamination at Campbelltown City Council's Moonlight Market events and Uraidla Sustainability Fair and <b>75% diversion rate</b> for the Uraidla Show event.</p>

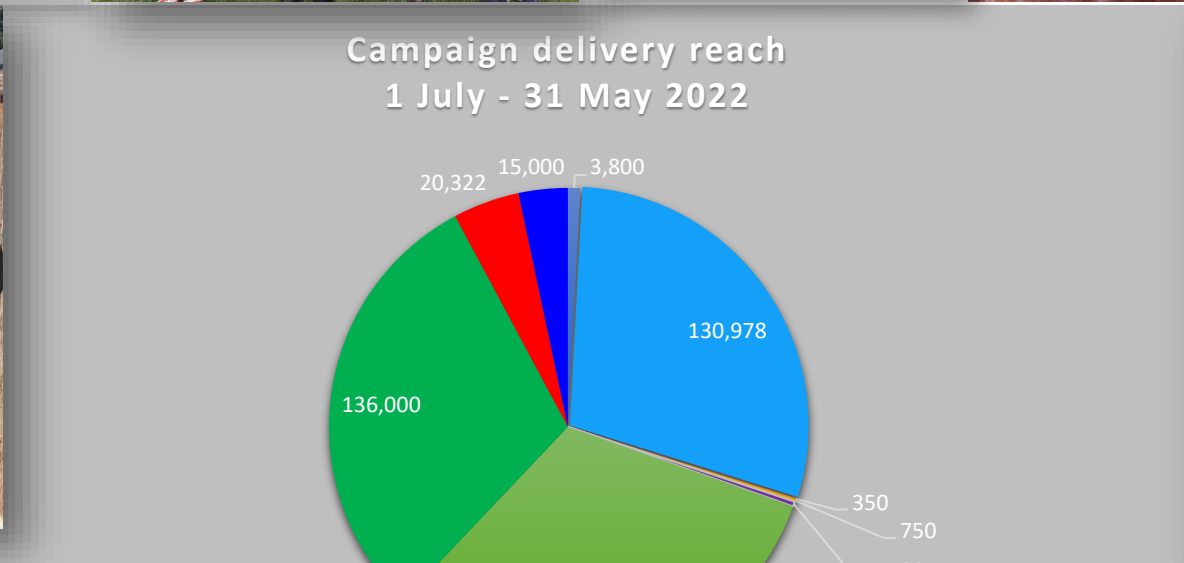
<p><b>Event bin signage, food vendor education and signs</b></p>	<p>The <a href="#">'Event Education and Waste Management Tool Kit'</a> has been provided to all councils to assist with maximising resource recovery and minimising contamination and waste at events. The toolkit has been updated to include details about the single use plastic bans on plastic cutlery, straws, stirrers (March 2021) and expanded polystyrene cups, bowls, plates and clamshell containers (March 2022) as well as links to other resources including Green Industries SA's recent <a href="#">Zero Waste Guide for Events and Venues</a>.</p> <p>Key elements of this includes advice and guidance to stall holders on the requirements of providing 100% compostable or recyclable takeaway items. Vendors are also supplied with stall signage indicating 'which bin' their specific takeaway items should go into.</p> <p>Bin stickers and above bin corflute signs have been provided to Councils to allow patrons to identify which bin to use and guide correct disposal behaviour. The large signs use clear graphics and bright colours to ensure maximum visibility and most patrons stop to read and adhere to them.</p>	<p>All Councils have been provided with the toolkit and bin stickers and or signs at Council events.</p>
<p><b>'Which Bin? Wednesdays' Radio segment on Coast FM</b></p>	<p>Segment is delivered once per month discussing the latest recycling news stories, initiatives and important topics such as food waste. Listeners are also given the opportunity to call in with their 'Which Bin?' questions.</p>	<p><b>15,000</b> tune into the 'Coast Wednesday Magazine' program featuring the 'Which Bin? Wednesdays' segment. Current listening audience exceeds 52,000 weekly listeners (<i>not specific to East Waste Council areas, but mostly within SA</i>).</p>
<p><b>Council Newsletter and E-News</b></p>	<p>Regular articles are featured in quarterly newsletters for 5 member Councils (those who still print them) as well as in monthly and weekly E-news bulletins. Topics are themed aligning with key initiatives, significant events and seasonal themes.</p>	<p>Reach is dependent on the Council, publishing method used and frequency of the publication. All publications are available online via Council websites.</p>
<p><b>Why waste it?/Which Bin? education sessions/presentations</b></p>	<p>Cover topics of 'avoid, reduce, reuse, recycle and compost' and the correct disposal of items</p>	<p><b>8 presentations</b> delivered = <b>200 residents</b></p>
<p><b>Talks/presentations linked to National/International events and campaigns</b></p>	<p>Plastic Free July, National Recycling Week and International Compost Awareness Week.</p>	<p><b>8 presentations</b> delivered = <b>150 residents</b></p>

<p><b>Static information displays</b></p>	<p>Static information displays delivered for Plastic Free July, National Recycling Week and International Compost Awareness Week. Banners, posters, display props, flyers and stickers and digital screen images provided to Councils to display in the Customer Service area, foyer and libraries.</p>	<p><b>15 displays</b> delivered = <b>1500 residents approx.</b></p>
<p><b>Shopping Centre Displays</b></p>	<p>Education stalls were hosted during Plastic Free July and National Recycling Week at Newton Central Shopping Centre, Mitcham Shopping Centre and Walkerville Shopping Centre. These stalls were very popular and an effective way to reach out to the residents.</p>	<p><b>5 education stalls</b> delivered = <b>750 people approx.</b></p>
<p><b>Printed resources, bin stickers and signs</b></p>	<p>Pull up banners, flyers, booklets, kerbside bin stickers, school bin stickers, event bin stickers and signage, factsheets, calendars, magnets and no junk mail stickers are provided for all Councils. These are distributed through event stalls, customer service desk, displays, mail outs and online orders through our website. Resources are also used in response to contaminated bin reports and bin tagging programs.</p> <p>School bin stickers are also provided to education sites within East Waste’s Council areas. These large front of bin stickers are very popular with many schools outside of East Waste Council areas including interstate requesting them.</p> <p>Bin signage and stickers or MUDs has been developed with Green Industries SA using the Which Bin? design. Large 660L and 240L bin stickers are now available for use and signs can be printed to suit specific size requirements.</p>	<p>All Councils are provided with printed resources on request within a printing budget.</p> <p>Printed resources are distributed to residents and schools through education stalls, information sessions, online orders or requests through customer service.</p>
<p><b>Rates notice flyers</b></p>	<p>All Councils were encouraged to include a ‘Don’t waste your rates’ flyer with a focus on the dollar savings that could be gained by Council if residents us a kitchen caddy and correctly disposing of food and compostable items in the green bin. NPSP took up the suggestion, developing a flyer in collaboration with East Waste</p>	<p>This was placed in the fourth quarter rates notices and has resulted in over 600 kitchen caddy ordered in just one month.</p>
<p><b>Bus shelter and street signage (street banners and signs)</b></p>	<p>Although not delivered in 20-21 FY. The current food scraps to green bin campaign is being promoted through bus shelters, street signs and banners with the messages of ‘Feed your food scraps to the green bin’ and ‘Grab a kitchen caddy from Council today’</p>	<p>21 sites covered by Ooh! Media reported to reach an average of 12,800 of <b>the target audience (main grocery buyers/MGBs)</b> in each Council area with a <b>total of 76,800 MGB’s reached.</b></p> <p>Note: The Reach data is not available for Claude Outdoor sites (19 sites) or street banners and signs. It is estimated that the <b>total reach may be closer to 143,000</b> when considering the additional sites that these cover.</p>

# Delivery of Community Education







- Education stalls at events
- Shopping Centre stalls
- Street signs and banners

- Social media
- Static displays
- My Local Services App weekly tips

- Information sessions
- Bus Shelter campaign
- Which Bin? Wednesdays Coast FM Radio segment (monthly)

# East Waste SA Facebook Page

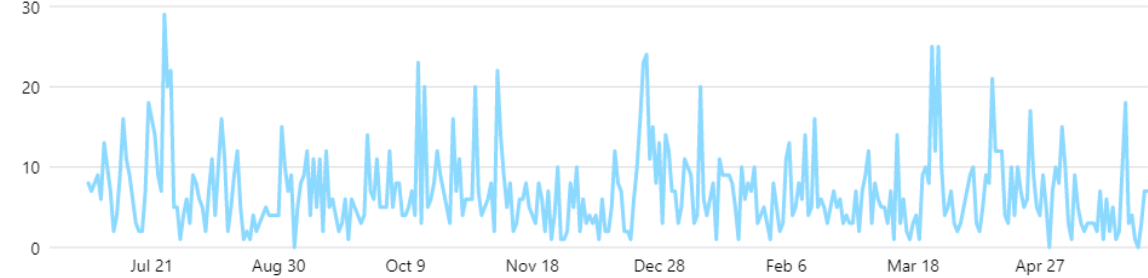
Facebook Page reach ⓘ

130,978 ↑ 3.9%



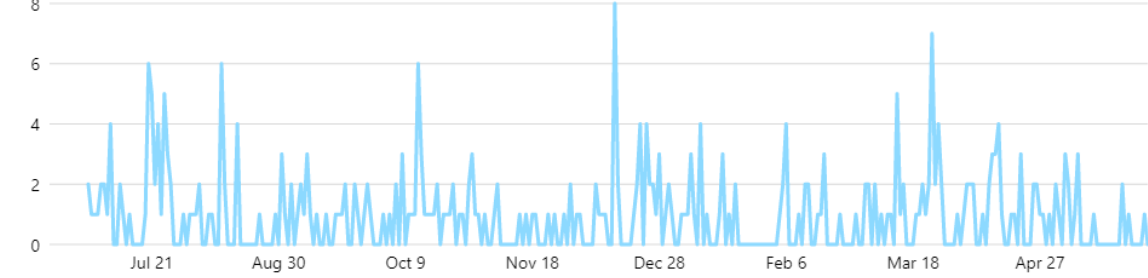
Facebook Page visits ⓘ

2,309 ↓ 28.3%



Facebook Page new likes ⓘ

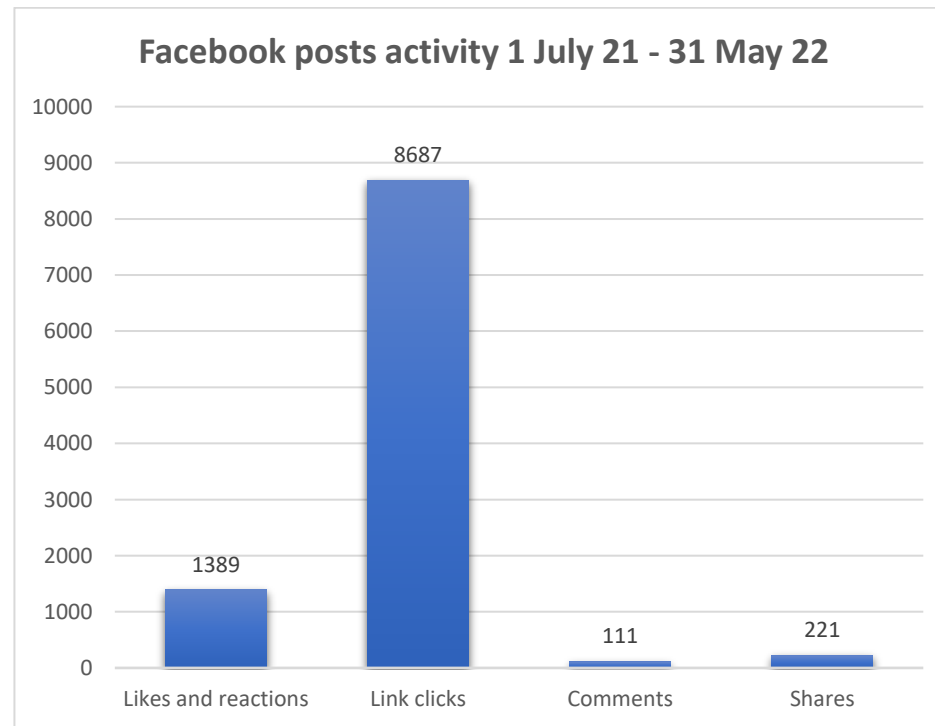
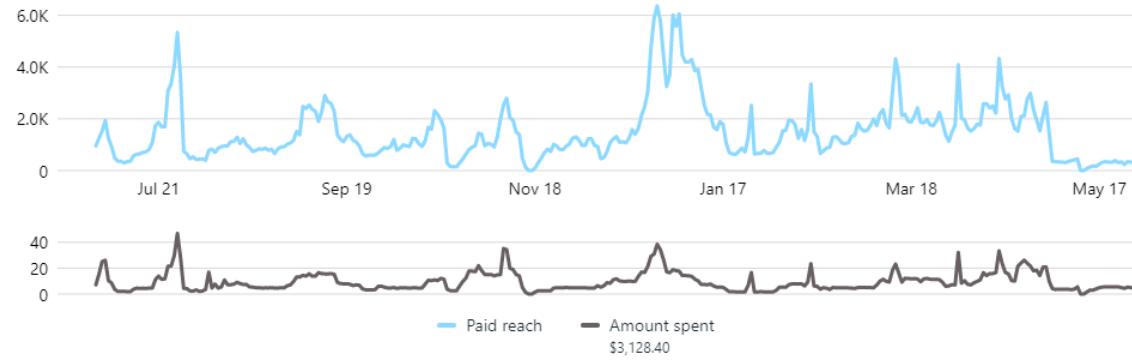
302 ↓ 29.1%



Ad trends

**Paid reach** ⓘ  
**85,629** ↑ 8.5%

**Paid impressions** ⓘ  
**557,172** ↑ 21.3%



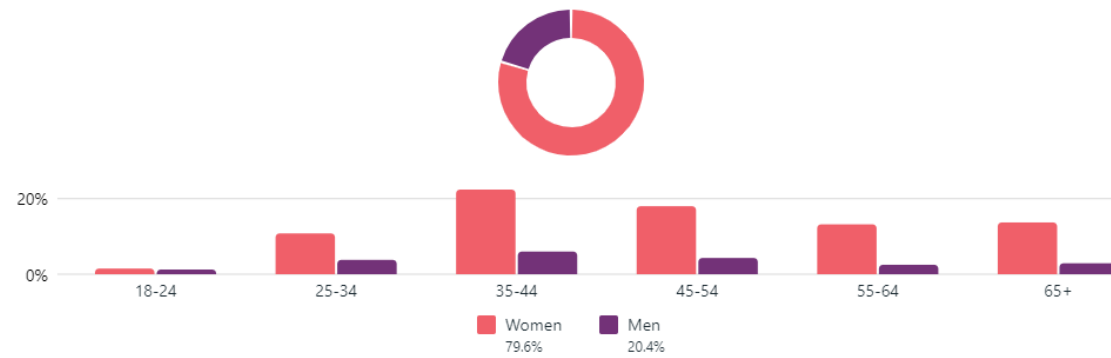
## Audience

**Current audience** Potential audience

Facebook Page likes ⓘ

2,333

Age & gender ⓘ



Top cities

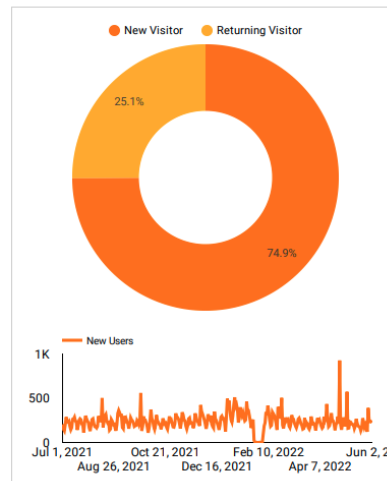
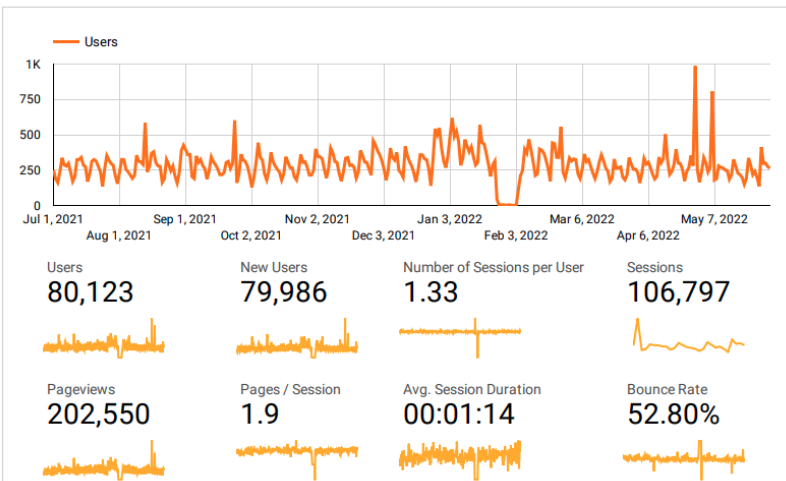


# East Website Analytics

## Google Analytics Audience Overview

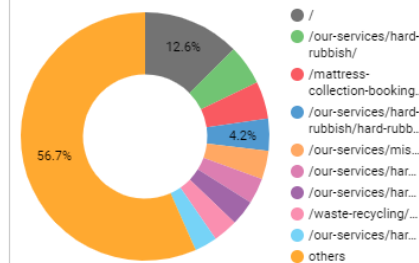
Continent ▼ | 
 Region ▼ | 
 Channel ▼ | 
 Device ▼ | 
 Jul 1, 2021 - Jun 2, 2022 ▼

### Your audience at a glance



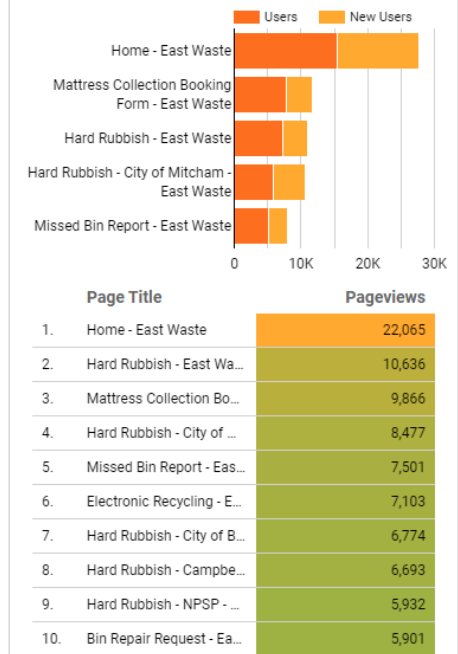
### What do users see when they are in your website?

#### Which page is the most popular?

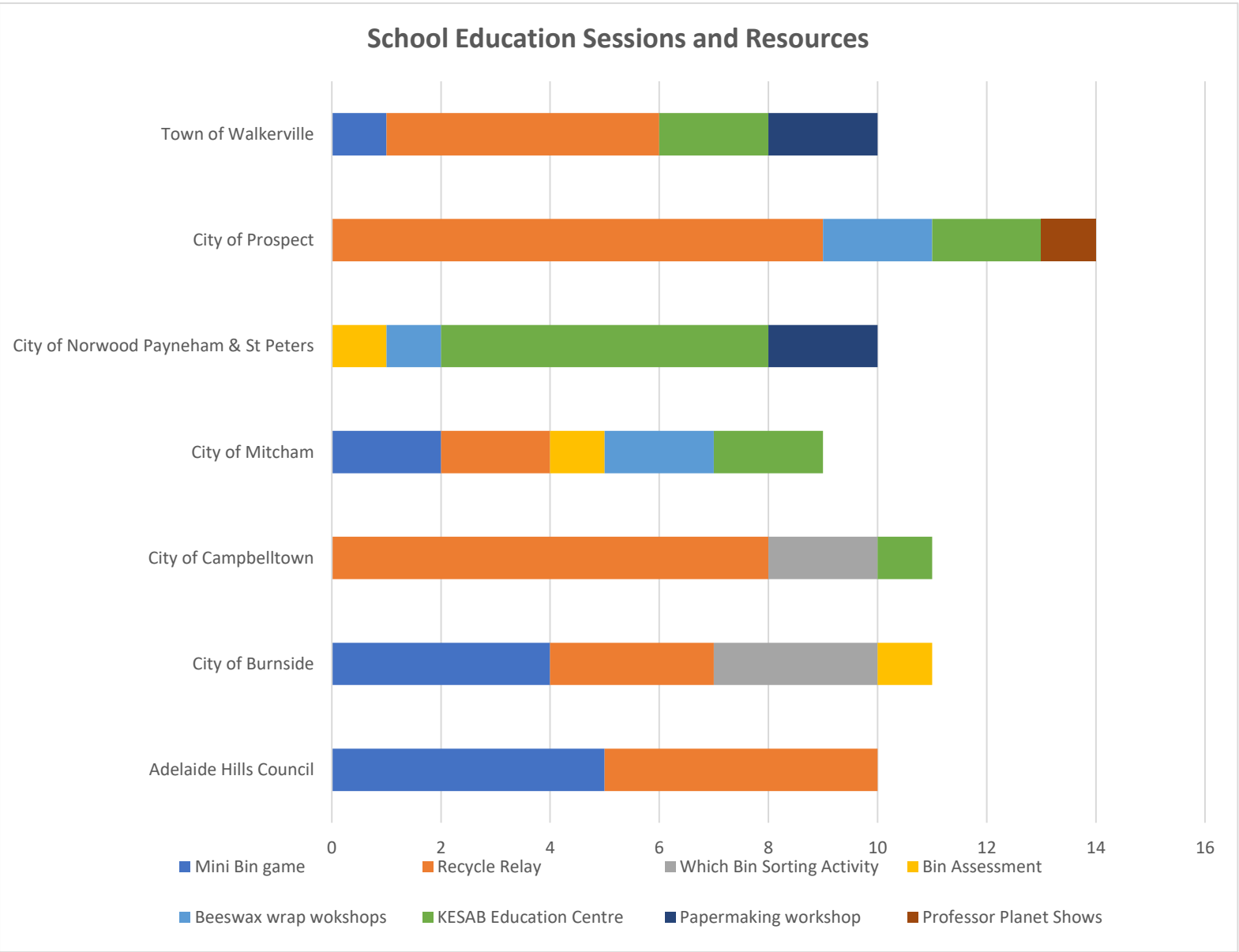


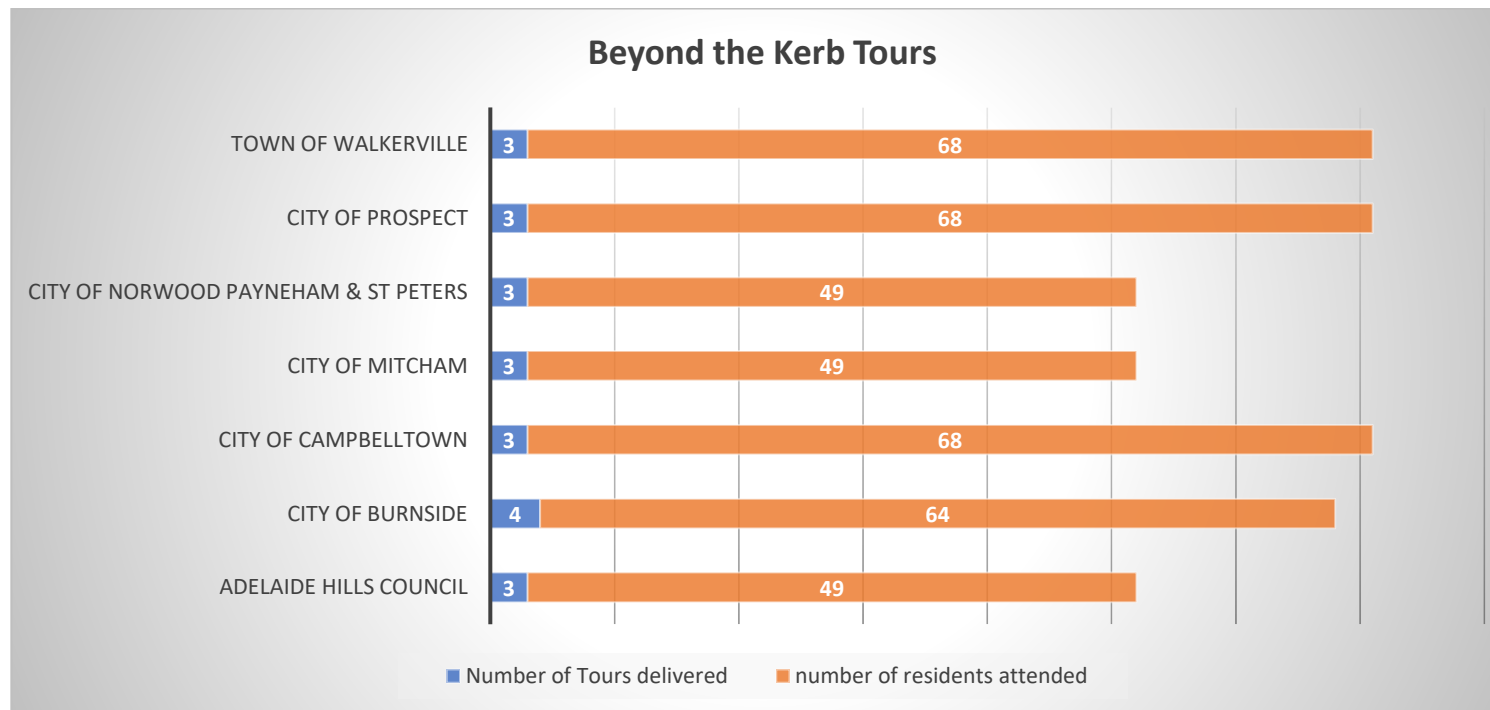
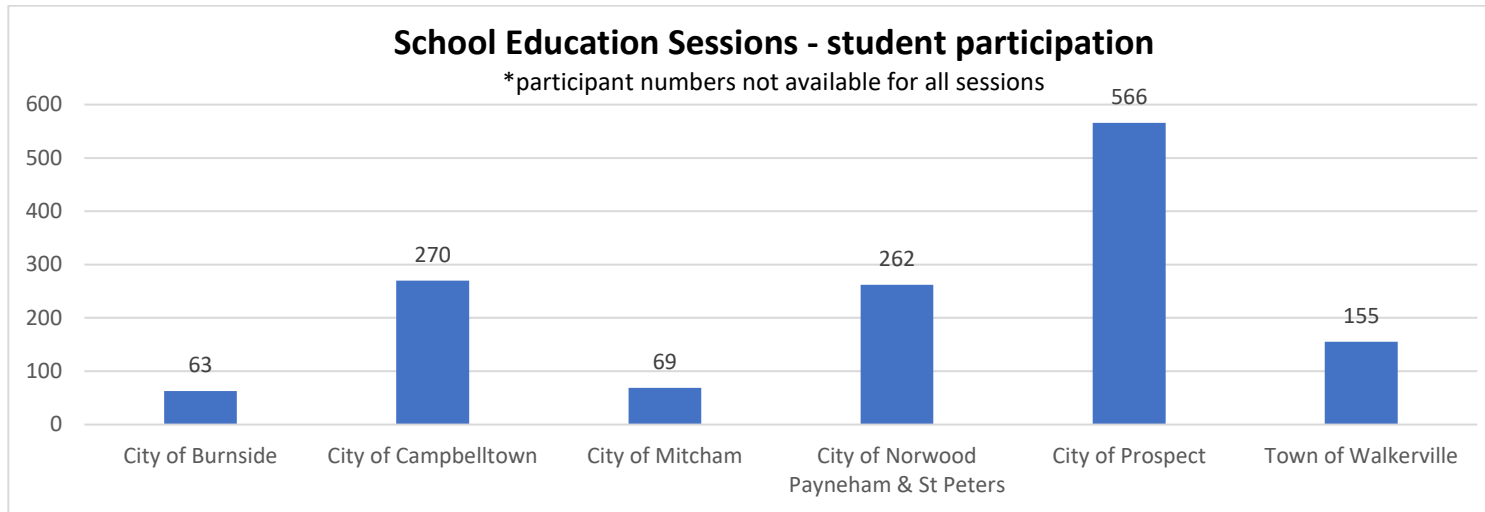
Page	Pageviews
1. /	25,548
2. /our-services/hard-rubb...	10,521
3. /mattress-collection-bo...	9,856
4. /our-services/hard-rubb...	8,471
5. /our-services/missed-bi...	7,498
6. /our-services/hard-rubb...	6,773
7. /our-services/hard-rubb...	6,698
8. /waste-recycling/electr...	6,456
9. /our-services/hard-rubb...	5,933
10. /our-services/bin-repair...	5,839

#### Most popular pages with title breakdown



KESAB environmental solutions – Education delivery summary





**8.5: 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.**



Annual Plan Implementation Summary Matrix

NO.	ACTIVITY/PROJECT	OVERVIEW	STRAT	MAIN KPI TARGET	STATUS UPDATE
<b>DELIVER COST EFFECTIVE AND EFFICIENT SERVICES AND FACILITIES</b>					
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 which will deliver significant savings and opportunities beign assessed by Member Councils.
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 installed and operational.

## Annual Plan Implementation Summary Matrix

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 materials from businesses serviced are separately collected and recycled	Awaiting Audits to be undertaken.
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 final 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.	Successfully delivered for FY22

## Annual Plan Implementation Summary Matrix

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	To be carried forward
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.	Fully completed. Transition to external server completed. External penetration testing undertaken. Training of all staff completed.