



**EASTERN WASTE MANAGEMENT AUTHORITY  
ORDINARY BOARD MEETING**

**Thursday 22 June 2023**

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 22 June 2023 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 22 June 2023 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 Board Meeting held on 4 May 2023, be received, confirmed and adopted.
  2. That the Minutes of the Eastern Waste Management Authority Audit & Risk Management Committee Meeting held on 13 June 2023, be received, confirmed and adopted.

**6. MATTERS ARISING FROM THE MINUTES**

**7. QUESTIONS WITHOUT NOTICE**

**8. PRESENTATIONS**

- 8.1 ACCU PRESENTATION (Mark Rawson, Managing Director, Rawtec)
- 8.2 FOGO TRIALS (Rob Gregory)
- 8.3 2022/23 EDUCATION DELIVERY (Megan Bekesi)

**9. REPORTS**

- 9.1 ANNUAL PLAN & BUDGET ENDORSEMENT .....pg. 11
- 9.2 LONG TERM FINANCIAL PLAN .....pg. 41
- 9.3 STRATEGIC RISK MANAGEMENT PLAN UPDATE.....pg. 55
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| 9.7  | AUSTRALIAN CARBON CREDIT UNIT INVESTIGATION REPORT.....         | pg. 98  |
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**10. CONFIDENTIAL REPORTS**

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**11. OTHER BUSINESS**

|      |                       |  |
|------|-----------------------|--|
| 11.1 | GENERAL MANAGER LEAVE |  |
|------|-----------------------|--|

**11. NEXT MEETING OF THE BOARD**

The next Ordinary Board Meeting is proposed to be held on:  
Thursday 21 September 2023, at the Mayor's Parlour, City of Norwood,  
Payneham & St Peters, 175 The Parade, Norwood

**12. CLOSURE OF MEETING**

# EastWaste

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

held on Thursday 4 May 2023, commencing at 5:30pm, at the Mayor's Parlour,  
City of Norwood Payneham & St Peters

Meeting opened at 5.32pm

### 1. ACKNOWLEDGEMENT OF COUNTRY

### 2. PRESENT

#### Directors:

|                       |  |
|-----------------------|--|
| Mr F Bell             | Independent Chairperson                |
| Cr Ted Jennings       | City of Burnside                       |
| Mr A Wiguna (proxy)   | Campbelltown City Council              |
| Mayor H Holmes-Ross   | City of Mitcham                        |
| Cr C Clutterham       | City of Norwood, Payneham & St Peters  |
| Mr S Dilena           | City of Prospect                       |
| Cr J Allanson (proxy) | Corporation of the Town of Walkerville |
| Mr C Malak            | City of Unley                          |

#### In Attendance:

|                 |  |
|-----------------|--|
| Cr McFarlane    | City of Norwood, Payneham & St Peters    |
| Mr J Jovicevic  | Dean Newbery & Partners                  |
| Ms W Bevan      | KESAB                                    |
| Mr R Gregory    | General Manager                          |
| Mr D Maywald    | Manager Business Services                |
| Ms K Vandermoer | Coordinator Finance & Strategic Projects |
| Ms J Falco      | Service Excellence Coordinator           |
| Ms P Foy        | Executive Administration Officer         |

### 3. APOLOGIES

|               |  |
|---------------|--|
| Mr P Di Iulio | Campbelltown City Council              |
| Mayor M Jones | Corporation of the Town of Walkerville |
| Cr L Huxter   | Adelaide Hills Council                 |

### 4. CONFLICTS OF INTEREST

Mr Gregory declared a perceived conflict of interest under Item 8.1 on the basis of his position as a KESAB Board Member. Mr Gregory will remain in the meeting as KESAB is providing a presentation only and no decisions will be made.

## 5. CONFIRMATION OF THE MINUTES

1. Moved Cr Clutterham that the Minutes of the Eastern Waste Management Authority Ordinary Board Meeting held on Thursday 23 February 2023, be received confirmed, and adopted.

Seconded Mayor Holmes-Ross

**Carried**

2. Moved Mr Bell that the Minutes of the Eastern Waste Management Authority Audit and Risk Management Committee Meeting held on Wednesday 26 April 2023, be received, confirmed and adopted.

Seconded Mayor Holmes-Ross

**Carried**

## 6. MATTERS ARISING FROM THE MINUTES

Nil.

## 7. QUESTIONS WITHOUT NOTICE

Nil.

## 8. PRESENTATIONS

### 8.1 KESAB EDUCATION OVERVIEW

Presentation by Ms Wendy Bevan, Chief Executive Officer

*Ms Bevan left the meeting at 6.23pm*

### 8.2 SUBSIDIARY FINANCES

Presentation by Mr John Jovicevic, Partner, Dean Newbery Partners and Ms Kelly Vandermoer, Coordinator Finance & Strategic Projects, East Waste

## 9. REPORTS

### 9.1 FINANCIAL STATEMENTS: BUDGET REVIEW THREE

Moved Cr Clutterham that the Board notes and accepts the forecasted end of year FY2023 result associated with the 2022/23 Budget Review Three.

Seconded Mr Malak

**Carried**

### 9.2 REBATE & DISTRIBUTION POLICY REVIEW

Moved Mr Dilena that the Board endorses the Draft Rebate & Distribution Policy, as presented in Attachment A.

Seconded Cr Jennings

**Carried**

### 9.3 ANNUAL REPORTING CALENDAR

Moved Cr Allanson that the Board endorses the East Waste Annual Reporting Calendar, as presented in Attachment A, as a base document for tracking the key legislative and governance reporting requirements.

Seconded Mayor Holmes-Ross

**Carried**

## 9.4 ANNUAL PLAN PROGRESS REPORT

Moved Cr Jennings that the report be received and noted.

Seconded Mayor Holmes-Ross

**Carried**

## 10. CONFIDENTIAL REPORTS

Nil.

## 11. OTHER BUSINESS

### 11.1 SA WOMEN OF WARR LEADERSHIP BREAKFAST

Noted that Cr Clutterham, Mr Gregory, Ms Vandermoer and Ms Falco attended the Women of WARR (Waste Management & Resource Recovery Association of Australia) Leadership Breakfast networking event.

### 11.2 COUNCIL WASTE CONTRACTS

Administration will arrange a Board Workshop to discuss Council Waste Contracts.

## 12. NEXT MEETING OF THE BOARD

The next Ordinary Board Meeting is scheduled to be held on Thursday 22 June 2023, commencing at 5:30pm, at the City of Norwood Payneham & St Peters, 175 The Parade, Norwood.

## 13. CLOSURE OF MEETING

There being no further business the meeting closed at 7.29pm

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

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



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

held on Tuesday 13 June 2023 in the Boardroom, Thomson Geer,  
7/19 Gouger Street, Adelaide

Meeting opened at 8.01am

**1. ACKNOWLEDGEMENT OF COUNTRY**

**2. PRESENT**

|                |                          |
|----------------|--------------------------|
| Mrs E Hinchey  | Independent Member/Chair |
| Mr F Bell      | Independent Board Chair  |
| Ms S Di Blasio | Independent Member       |
| Ms L Green     | Independent Member       |

**IN ATTENDANCE**

|                 |  |
|-----------------|--|
| Mr J Jovicevic  | Dean Newbery                             |
| Mr R Gregory    | General Manager                          |
| Mr D Maywald    | Manager Business Services                |
| Ms K Vandermoer | Coordinator Finance & Strategic Projects |
| Ms P Foy        | Executive Administration Officer         |

**3. APOLOGIES**

|               |              |
|---------------|--------------|
| Mr P Di Iulio | Board Member |
|---------------|--------------|

**4. CONFLICTS OF INTEREST**

Nil.

Mr Bell declared that he was recently appointed to a Board related to aged care with Flinders University.

**5. CONFIRMATION OF THE MINUTES – 26 April 2023**

Moved Ms Green that the Minutes of the previous meeting held on Tuesday 26 April 2023 be received and noted.

Seconded Ms Di Blasio

**Carried**

**6. MATTERS ARISING FROM THE MINUTES**

Nil.

**7. QUESTIONS WITHOUT NOTICE**

Nil.



## **8. PRESENTATIONS**

Nil.

## **9. REPORTS**

### **9.1 ANNUAL PLAN & BUDGET ENDORSEMENT**

Moved Ms Di Blasio that the Committee recommends the draft 2023/24 Annual Plan and Budget, as presented in Attachment A, and as endorsed by all Member Councils, is presented to the Board for endorsement.

Seconded Ms Green

**Carried**

### **9.2 LONG TERM FINANCIAL PLAN**

Moved Ms Di Blasio that the Committee notes the draft principles and assumptions presented within the draft Long Term Financial Plan, and recommends to the Board for endorsement.

Seconded Mr Bell

**Carried**

*Mr Jovicevic left the meeting at 9.22am*

*Mr Gregory left the meeting at 9.22am*

*Mr Maywald left the meeting at 9.22am*

*Ms Vandermoer left the meeting at 9.22am*

*Ms Foy left the meeting at 9.22am*

The Audit & Risk Committee held an in camera discussion.

*Mr Gregory returned the meeting at 9.28am*

*Mr Maywald returned the meeting at 9.28am*

*Ms Vandermoer returned the meeting at 9.28am*

*Ms Foy returned the meeting at 9.28am*

### **9.3 STRATEGIC RISK MANAGEMENT UPDATE**

Moved Ms Green that the Committee notes the report.

Seconded Mr Bell

**Carried**

### **9.4 COMPLAINT HANDLING POLICY**

Moved Ms Di Blasio that the Committee recommends that the Complaint Handling Policy, as presented in Attachment A, is endorsed for presentation to the East Waste Board.

Seconded Mr Bell

**Carried**

*Ms Green left the meeting at 9.34am*

**9.5 BOARD AND AUDIT & RISK MANAGEMENT COMMITTEE PERFORMANCE EVALUATION FRAMEWORK**

Moved Mr Bell that the Committee recommends that the draft Board and Audit & Risk Management Committee Performance Evaluation Framework, and Evaluation forms as amended in Attachment A & B, are presented to the Board for endorsement.

Seconded Ms Di Blasio

**Carried**

**9.6 INVESTIGATION OF AUSTRALIAN CARBON CREDIT UNITS REPORTS**

Moved Mr Bell that the Committee notes and receives the Investigation of Australian Carbon Credit Units Report.

Seconded Ms Di Blasio

**Carried**

**9.7 ANNUAL REPORTING CALENDAR**

Moved Mr Bell that the Committee notes the East Waste Annual Reporting Calendar, as presented in Attachment A.

Seconded Ms Di Blasio

**Carried**

**10. CONFIDENTIAL REPORTS**

Nil.

**11. OTHER BUSINESS**

Nil.

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

The next Audit and Risk Management Committee Meeting is to be held on: Tuesday 12 September 2023, 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 9.51am

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

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## 9.1: DRAFT 2023/24 ANNUAL BUSINESS PLAN & BUDGET

**REPORT AUTHOR:** General Manager  
**ATTACHMENTS:** A: Draft 2023/24 Annual Plan  
B: Member Council Consent

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### Purpose of the Report

To provide the Board with a copy of Member Council feedback on the draft *East Waste 2023/24 Annual Plan* and draft budget and seek endorsement of the final document.

### 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 23 February 2023, the East Waste Board resolved:

### **8.3 DRAFT 2023/24 ANNUAL PLAN & BUDGET**

1. *Moved Mr Dilena that the Board endorses the East Waste 2023/24 Annual Plan, as amended in Attachment A, to include additional information relating to the identification of capital, operating and recurrent expenditure associated with the actions outlined in the Plan.*

*Seconded: Mayor Holmes-Ross*

**Carried**

2. *Moved Cr Clutterham that the Board endorses the associated draft budget and proposed Member Council Fees.*

*Seconded: Cr Huxter*

**Carried**

3. *Moved Cr Huxter that the Board authorises the General Manager to distribute to each Member Council for review and comment, the Draft 2022/23 Annual Plan, as amended in Resolution 1, along with the proposed fees.*

*Seconded: Mayor Jones*

**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 2023/24 Annual Plan, inclusive of Financial Statements is presented in full in Attachment A (refer Attachment A). No amendments have been made to the Annual Plan or budget as a result of the Member Council review process and there are no known future activities are likely to impact the finances which will result in significant changes to the budget.

**Consent of draft 2023/24 Annual Plan**

As per Clause 52.3 of the Charter, Member Councils only consent to the Annual Plan, not their fees and charges, albeit the fees and charges form part of the financial statements contained within the Annual Plan. All Member Councils have consented to the Annual Plan (refer Attachment B for a copy of Member Council letters).

The Audit & Risk Management Committee considered the *East Waste 2023/24 Annual Plan* at the meeting held 13 June 2023 and resolved:

**9.1 ANNUAL PLAN & BUDGET ENDORSEMENT**

*Moved Ms Di Blasio that the Committee recommends the draft 2023/24 Annual Plan and Budget, as presented in Attachment A, and as endorsed by all Member Councils, is presented to the Board for endorsement.*

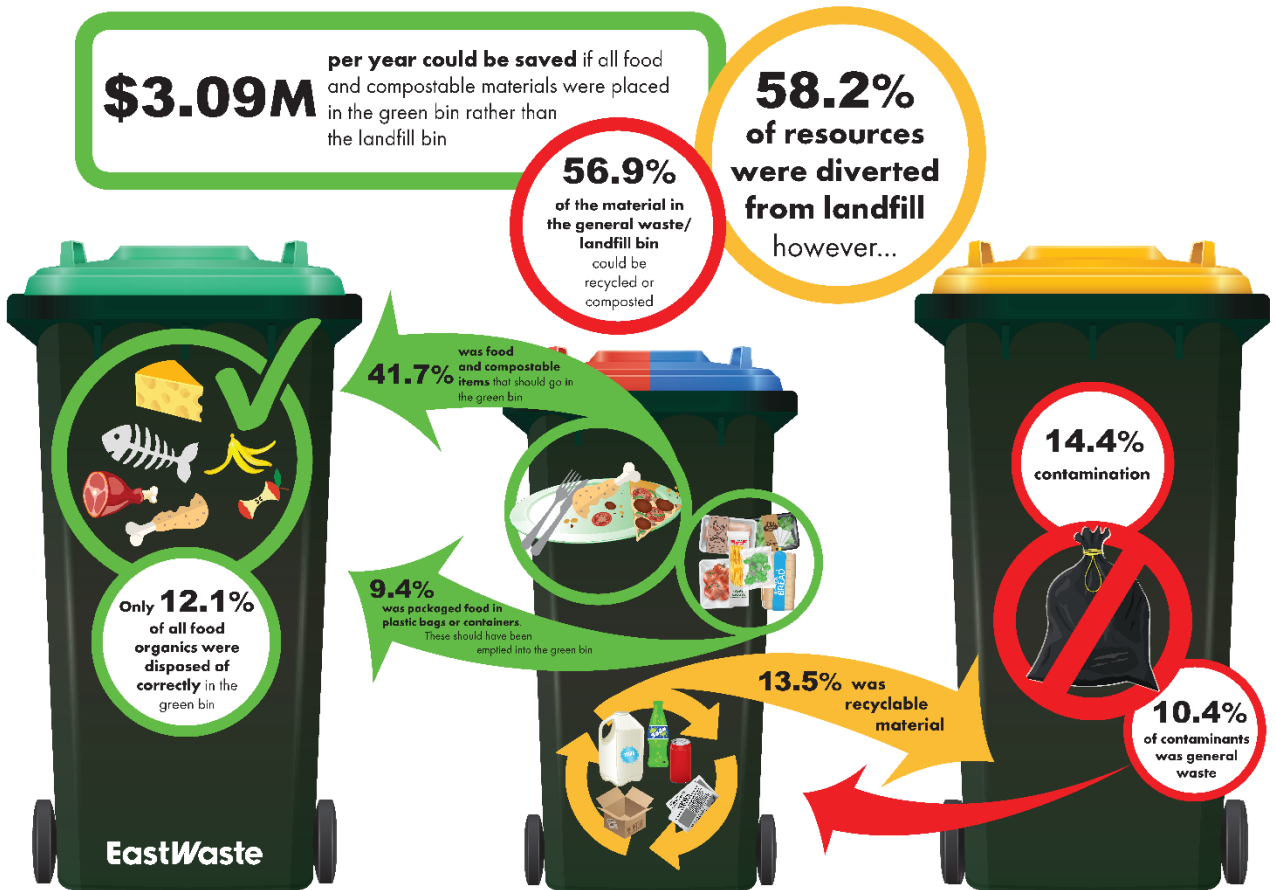
*Seconded Ms Green*

**Carried**

**RECOMMENDATION****That the Board:**

- 1. Endorses the 2023/24 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 \$2,200,000 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



## 2023/24 Annual Plan

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# VISION

## **The Destination**

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

# MISSION

## **The Vehicle**

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

# Executive Summary

Having onboarded the City of Unley in the last half of 2022, East Waste now has eight high-quality Member Councils which it provides an array of kerbside waste and services to. This equates to over 40% of South Australia's metropolitan Councils and approximately 25% of the Adelaide population.

The focus of the FY24 Annual Plan is diverse, however has three primary focus areas:

1. A continuation of activities designed to improve the connection and interaction with residents seeking to engage with East Waste.
2. Progression of behaviour change programs, principally around food diversion from landfill to organics.
3. Strengthening the integrity of our internal systems, processes and framework in order to reduce risk and improve our already high Governance levels.

Sharp CPI increases, including the highest quarter increase in the past 30 years, necessitates East Waste curbing expenditure in several other areas to mitigate the impost on Member Councils. Fuel continues to remain volatile, making confident forward projections challenging.



# Background

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, City of Unley and Town of Walkerville.

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. Through the admission of the City of Unley as a Member Council, East Waste undertook the required periodic review of the Charter which has now been endorsed by all Member Councils and is live.

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 2030 Strategic Plan Vision, Objectives & Strategies

## VISION

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

## OBJECTIVES

1. Deliver cost-effective and efficient services facilities

2. Maximise source separation and recycling

3. Provide leading and innovative behaviour change and education

4. Help develop a local circular economy

5. Provide leadership

## STRATEGIES

- 1.1 Attract additional services and/or new councils where further economies of scale can be achieved
- 1.2 Offer a single contract for the management of the residual waste to all member councils
- 1.3 Partner with other councils and organisations to achieve greater synergies and economies of scale in service delivery
- 1.4 Investigate and implement collection technologies and innovation
- 1.5 Provide a consistently high standard of Customer Service

- 2.1 Provide more service choice and flexibility to residents on kerbside services to support them to increase their recycling levels
- 2.2 Provide a tailored 3-stream service to Multi-Unit Dwellings (MUDs) to support waste reduction and increased recycling
- 2.3 Pilot a tailored service delivery model across a business precinct(s) to support waste reduction and increased recycling

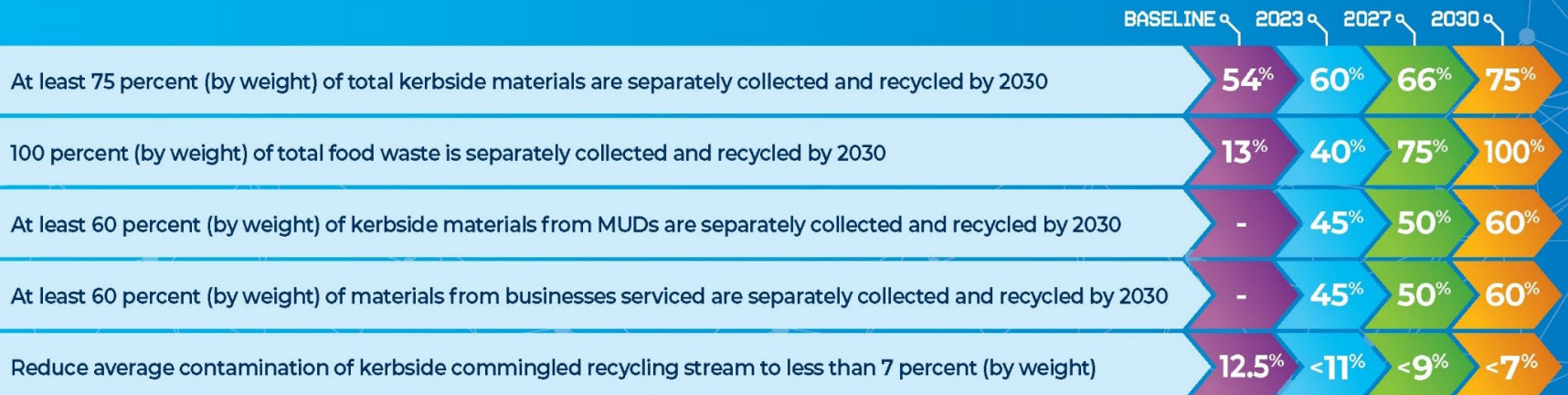
- 3.1 Engage in research and projects delivering evidence-based data which increases behaviour change decision making
- 3.2 Develop an integrated and tailored long-term community behaviour change and education program
- 3.3 Identify and trial behaviour change programs aimed at reducing contamination
- 3.4 Encourage and support councils to introduce an incentive(s) to households to reduce their landfill volumes
- 3.5 Engage schools in behaviour change & waste education

- 4.1 Support local reprocessing and procurement of recycled content products
- 4.2 Encourage and support councils to procure and use recycled content products
- 4.3 Support councils to implement sharing economy and reuse initiatives
- 4.4 Investigate options to process and extract the highest value from collected resources

- 5.1 Implement best practice safety standards
- 5.2 Advocate on behalf of our Member Councils
- 5.3 Invest in our people
- 5.4 Quality and transparent Corporate (Governance & Financial) Activities

## KPIs

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



## 2023/24 Focus

At a high level, progression towards the Vision and 2030 Strategic Plan Key Performance Indicators (KPIs) will be the primary focus and sit behind all the activities that East Waste undertake in the 12 months from 1 July 2023.

The KPIs set in the 2030 Strategic Plan were deliberately designed to be stretch targets and will require creative approaches and the support and engagement with our Member Councils and external Organisations in order to achieve them. The 15 programs listed below will step East Waste towards these goals, however, are by no means a silver bullet to achieving any of the KPIs.

*Objective 1: Deliver cost-effective and efficient services & facilities* ensure East Waste remains true to its core function of providing high quality and fiscally efficient services to Member Councils, while at the same time seeking external opportunities which add value to the East Waste model. In addition, ensuring that we continue to have contemporary modes of engagement and facilities to deliver services is paramount.

*Objective 2: Maximise Source Separation and Recycling* and *Objective 3: Provide leading and innovative behaviour change and education* are centred on improving material efficiency, diversion from landfill and actively working towards the Key Performance Indicators listed within the 2030 Strategic Plan. The actions are also designed to help East Waste as an entity, achieve the State Government 2025 diversions targets (specifically Municipal Solid Waste and Food). Within these targets are specific actions centred around improving food waste efficiency and driving down the \$3.09M of wasted resources and financial costs across Member Councils each year. Food diversion remains our single biggest opportunity and with growing Member Council support and enthusiasm, the FY24 year shapes as a pivotal formation year for several exciting and rewarding programs in this space. Undoubtedly, these will reinforce East Waste as leader in the space.

*Objective 4: Help Drive a Local Circular Economy*, recognises that East Waste has a role to play in assisting and supporting our Members to be more engaged and active within the local circular economy space.

*Objective 5: Provide Leadership*, actions assist East Waste to continue to strengthen the integrity of internal systems, processes and framework and invest in our people, in order to reduce risk and improve our already high Governance levels.

The actions are far from a prescriptive list, rather the key projects East Waste intends to undertake over the 2023/24 year and more detail on each is provided 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.

This Annual Plan is to be effective from 1 July 2023.

| NO.   | ACTIVITY/PROJECT   | OVERVIEW   | OBJECTIVE  | STRATEGY | MAIN KPI/TARGET | BUDGET                                  |
|---|--|--|--|----------|-----------------|---|
| <b>DELIVER COST EFFECTIVE AND EFFICIENT SERVICES AND FACILITIES</b> |  |  |  |          |                 |   |
|   | 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   | Recurrent                               |
|   | Investigate opportunities outside of existing Member Councils. | When potential opportunities arise, East Waste will investigate service provision to non-member Councils where value to existing Members can be realised.  | Deliver Cost Effective and efficient services and facilities | 1.1      | Vision Target   | Recurrent                               |
|   | Undertake a review of Business Facilities                      | East Waste currently leases Depot facilities at 1 Temple Court Ottoway. Ahead of the lease expiration, completion of a business case covering a review of existing arrangements, future needs and growth is appropriate. | Deliver Cost Effective and efficient services and facilities | 1.3      | Vision Target   | Recurrent + Service Initiative \$0.025M |
|   | Establish Service Level Agreements                             | The establishment of Service Level Agreements (SLA) with each Member Council will better clarify roles and responsibilities across the range of delivery areas.  | Deliver Cost Effective and efficient services and facilities | 1.5      | Vision Target   | Recurrent                               |
|   | Increase Customer Engagement Opportunities                     | Further enhancement of customer access and engagement through online service portals for the booking of key East Waste services.   | Deliver Cost Effective and efficient services and facilities | 1.5      | Vision Target   | Recurrent + Service Initiative \$0.015M |

## MAXIMISE SOURCE SEPARATION & RECYCLING

|    |   |   |  |     |  |   |
|----|---|---|--|-----|--|---|
| 1. | Continue to advance a broadscale 'Choice & Flexibility model.'  | Secure and deliver at least one 'Choice & Flexibility' trial with a Member Council with a view to enhancing knowledge on a full roll out for all Member Councils.   | 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>                               | Recurrent + Service Initiative \$0.075k |
| 2. | Investigate options for identified problematic waste (ie. soft plastics) and the role East Waste can play in providing viable solutions for the community | There are several problematic waste streams and/or infant or proposed programs to address the problem. This project will investigate key issue waste streams and determine the best role East Waste can play in supporting, promoting, or implementing. | 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>• Reduce average contamination of kerbside comingled recycling stream to less than 7%</li> </ul> | Recurrent                               |



**• PROVIDE LEADING AND INNOVATIVE BEHAVIOUR CHANGE AND EDUCATION**

|    |   |  |   |     |   |   |
|----|---|--|---|-----|---|---|
| 8. | Delivery of the “Why Waste It?” behaviour change program and associated social media. | Utilising the results of the reviews and biennial kerbside audits undertaken over the past 4 years, refine and deliver the ongoing successful “Why Waste It?” program.   | Provide leading and innovative behaviour change and education | 3.2 | • Vision Target   | Recurrent + Service Initiative \$0.170M |
| 9. | Household Reporting   | Utilising the latest proven technology, determine if individual household reporting, on key waste metrics can be collected and efficiently distributed to householders in a bid to improve awareness and landfill diversion. | Provide leading and innovative behaviour change and education | 2.2 | At least 75% of kerbside material separately collected & recycled | Recurrent + Service Initiative \$0.140M |

## HELP DRIVE A LOCAL CIRCULAR ECONOMY

|     |   |   |                                     |     |               |           |
|-----|---|---|-------------------------------------|-----|---------------|-----------|
| 10. | Engage with Recycling and Organics Processors to identify research, markets and opportunities for the strengthening of circular economy opportunities | Through contracts with two proactive Material Recovery Facilities and a long-standing relationship with Jeffries, an opportunity exists to maximise local reuse opportunities. This project will investigate new and existing opportunities and pathways to adoption by East Waste and Member Councils. | Help Drive a Local Circular Economy | 4.1 | Vision Target | Recurrent |
|-----|---|---|-------------------------------------|-----|---------------|-----------|

**PROVIDE LEADERSHIP**

|     |   |   |                    |     |   |  |
|-----|---|---|--------------------|-----|---|--|
| 11. | Fleet Replacement                                       | In line with the Long-Term Financial Plan, undertake the replacement of six (6) collection vehicles.  | Provide Leadership | 5.4 | Vision Target                               | Capital<br>\$2.155M                        |
| 12. | Enterprise Agreement                                    | Negotiate Enterprise Agreement for Operational Staff.   | Provide Leadership | 5.3 | Invest in our People                        | Recurrent + Service Initiative<br>\$0.020M |
| 13. | WHS System Responsibility and Accountability            | Work Health & Safety Management System Responsibility and Accountability were identified as an area for improvement within the recent LGRS risk audit.<br><br>East Waste will review current relevant WHSMS responsibilities and accountabilities and where required, implement improvements to ensure greater Organisational awareness and commitment. | Provide Leadership | 5.1 | Implement best practice safety standards    | Recurrent                                  |
| 14. | Risk Mitigation & Governance                            | Review key finance and governance systems, and processes to identify one or more of; <ul style="list-style-type: none"> <li>• Process efficiency;</li> <li>• Process integrity;</li> <li>• Improved governance; and</li> <li>• Knowledge improvement &amp; retention,</li> </ul>  | Provide Leadership | 5.4 | Quality & Transparent Corporate Activities. | Recurrent                                  |
| 15. | Implementation of Service Vision, Values and Standards. | Generate and implement across the Organisation a tailored Service Vision, Values and Standards framework, that drives a clear vision, consistency and ultimately an enhanced customer experience  | Provide Leadership | 5.3 | Invest in our People                        | Recurrent + Service Initiative<br>\$0.025M |





# Budget Management

East Waste operates its waste collection services on a Common Fleet Costing methodology, whereby each respective Member Council is charged directly according to the proportionate time it takes to undertake their respective collection 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 to account for realised efficiencies, changes in the number of collections undertaken and movement in collection operating costs (e.g. Development increases, Fire Ban days and events).

The Tables on the following page provide a detailed summary of the key business activities undertaken by East Waste on behalf of its Member Councils. Table 1 provides a summary of the operating and capital income and expenditure elements forecasted for waste collection activities for 2023/24. Unsurprisingly the most significant expenditure relates to the logistical requirements of serving the kerbside collections across eight Councils and over 25% of Adelaide's residential population. Fleet replacement, which occurs on a cyclical annual basis, is currently funded via external loan borrowings.

As can be seen from Tables 2 and 3, one of the significant benefits of being an East Waste member is that on top of the highly competitive prices received as a result of aggregated buying power, no administrative, handling or on-costs are charged in relation to resource processing contracts held by East Waste or bin maintenance services. All are charged at-cost.

Labour and fuel costs are the two largest operational costs relating to waste collection and processing activities undertaken by East Waste which have been subject to volatile movements in the past 18 months given the impact of domestic and global economic impacts. This has made budgeting exceedingly challenging when developing the 2023/24 budget and while all available information and indicators have been considered for inclusion in these figures, the potential for significant cost movement (in particular within fuel and finance costs) remains a high risk to East Waste achieving its desired financial targets.

A series of higher-than-expected CPI increases, including the annual December 2022 rate increasing for Adelaide of 8.6%, has necessitated the need to apply a higher-than-historical increase to several cost centres which have contracts tied to CPI increases. In order to keep Member Council cost increases to lower than CPI rates, East Waste have offset where possible with minimal and/or no increase across a number of other cost centres.

The budget to deliver this Annual Plan, along with all East Waste's Services and legislative requirements is detailed in the following proposed 2023/24 Financial Papers (refer Attachment 1 – 5).

**Table 1: 2023/24 Budget Summary - Waste Collection Services**

|                                      | Income<br>\$      | Expenditure<br>\$ | Net Surplus<br>/Deficit<br>\$ |
|--------------------------------------|-------------------|-------------------|-------------------------------|
| Recurrent- Waste Collection          | 16,712,597        | 16,383,473        | 329,124                       |
| Recurrent - Corporate Administration | 326,347           | -                 | 326,347                       |
| Service Initiatives                  | 50,000            | 540,000           | (490,000)                     |
| Capital Program                      | -                 | 2,155,000         | (2,155,000)                   |
| <b>Total</b>                         | <b>17,088,944</b> | <b>19,078,473</b> | <b>(1,989,529)</b>            |

**Table 2: 2023/24 Budget Summary - Bin Maintenance Services**

|                     | Income<br>\$     | Expenditure<br>\$ | Net Surplus<br>/Deficit<br>\$ |
|---------------------|------------------|-------------------|-------------------------------|
| Recurrent           | 1,310,575        | 1,310,575         | -                             |
| Service Initiatives | -                | -                 | -                             |
| Capital Program     | -                | -                 | -                             |
| <b>Total</b>        | <b>1,310,575</b> | <b>1,310,575</b>  | <b>-</b>                      |

**Table 3: 2023/24 Budget Summary - Waste Processing Services**

|                     | Income<br>\$     | Expenditure<br>\$ | Net Surplus<br>/Deficit<br>\$ |
|---------------------|------------------|-------------------|-------------------------------|
| Recurrent           | 5,757,171        | 5,757,171         | -                             |
| Service Initiatives | -                | -                 | -                             |
| Capital Program     | -                | -                 | -                             |
| <b>Total</b>        | <b>5,757,171</b> | <b>5,757,171</b>  | <b>-</b>                      |

# Financial Statements

## EAST WASTE

Projected Statement of Comprehensive Income (Budgeted)  
for the Financial Year Ending 30 June 2024

| FY2022<br>Audited<br>Actuals<br>\$'000 |  | FY2023<br>Adopted<br>Budget<br>\$'000 | FY2023<br>BR2<br>\$'000 | FY2024<br>Proposed<br>Budget<br>\$'000 |
|--|--|---------------------------------------|-------------------------|--|
|  | <b>Income</b>                            |                                       |                         |  |
| 16,579                                 | User Charges                             | 21,955                                | 21,581                  | 22,747                                 |
| 10                                     | Investment income                        | 13                                    | 23                      | 20                                     |
| 81                                     | Grants, subsidies and contributions      | 75                                    | 75                      | 50                                     |
| 932                                    | Other                                    | 1,069                                 | 1,019                   | 1,322                                  |
| <b>17,602</b>                          | <b>Total</b>                             | <b>23,112</b>                         | <b>22,698</b>           | <b>24,139</b>                          |
|  | <b>Expenses</b>                          |                                       |                         |  |
| 6,386                                  | Employee Costs                           | 7,164                                 | 7,174                   | 7,675                                  |
| 9,303                                  | Materials, contracts & other expenses    | 13,241                                | 12,482                  | 13,275                                 |
| 2,043                                  | Depreciation, amortisation & impairment  | 2,346                                 | 2,346                   | 2,657                                  |
| 246                                    | Finance costs                            | 406                                   | 371                     | 384                                    |
| <b>17,978</b>                          | <b>Total</b>                             | <b>23,157</b>                         | <b>22,373</b>           | <b>23,991</b>                          |
| <b>(376)</b>                           | <b>Operating Surplus / (Deficit)</b>     | <b>(45)</b>                           | <b>325</b>              | <b>148</b>                             |
| 7                                      | Asset disposals & fair value adjustments | 200                                   | 100                     | 18                                     |
| <b>(369)</b>                           | <b>Net Surplus / (Deficit)</b>           | <b>155</b>                            | <b>425</b>              | <b>166</b>                             |
| -                                      | Other Comprehensive Income               | -                                     | -                       | -                                      |
| <b>(369)</b>                           | <b>Total Comprehensive Income</b>        | <b>155</b>                            | <b>425</b>              | <b>166</b>                             |



**EAST WASTE**

Projected Balance Sheet (Budgeted)

for the Financial Year Ending 30 June 2024

| <b>FY2022</b>  |   | <b>FY2023</b>  | <b>FY2023</b> | <b>FY2024</b>   |
|----------------|---|----------------|---------------|-----------------|
| <b>Audited</b> |   | <b>Adopted</b> | <b>BR2</b>    | <b>Proposed</b> |
| <b>Actuals</b> |   | <b>Budget</b>  | <b>Budget</b> | <b>Budget</b>   |
| <b>\$'000</b>  |   | <b>\$'000</b>  | <b>\$'000</b> | <b>\$'000</b>   |
|                | <b>Assets</b>                               |                |               |                 |
|                | <b>Current</b>                              |                |               |                 |
| 2,001          | Cash & Cash Equivalents                     | 2,056          | 2,355         | 2,886           |
| 935            | Trade & Other Receivables                   | 661            | 935           | 935             |
| 50             | Inventory                                   | -              | 50            | 50              |
| <b>2,986</b>   | <b>Total</b>                                | <b>2,717</b>   | <b>3,340</b>  | <b>3,871</b>    |
|                | <b>Non-Current</b>                          |                |               |                 |
| 8,542          | Infrastructure, Property, Plant & Equipment | 11,022         | 11,024        | 10,490          |
| <b>8,542</b>   | <b>Total</b>                                | <b>11,022</b>  | <b>11,024</b> | <b>10,490</b>   |
| <b>11,528</b>  | <b>Total Assets</b>                         | <b>13,739</b>  | <b>14,364</b> | <b>14,361</b>   |
|                | <b>Liabilities</b>                          |                |               |                 |
|                | <b>Current</b>                              |                |               |                 |
| 1,436          | Trade & Other Payables                      | 1,145          | 1,361         | 1,311           |
| 1,940          | Borrowings                                  | 2,355          | 2,355         | 2,200           |
| 778            | Provisions                                  | 787            | 838           | 893             |
| <b>4,154</b>   | <b>Total</b>                                | <b>4,287</b>   | <b>4,554</b>  | <b>4,404</b>    |
|                | <b>Non-Current</b>                          |                |               |                 |
| 6,410          | Borrowings                                  | 8,351          | 8,361         | 8,287           |
| 114            | Provisions                                  | 137            | 174           | 229             |
| <b>6,524</b>   | <b>Total</b>                                | <b>8,488</b>   | <b>8,535</b>  | <b>8,516</b>    |
| <b>10,678</b>  | <b>Total Liabilities</b>                    | <b>12,775</b>  | <b>13,089</b> | <b>12,920</b>   |
| <b>850</b>     | <b>Net Assets</b>                           | <b>964</b>     | <b>1,275</b>  | <b>1,441</b>    |
|                | <b>Equity</b>                               |                |               |                 |
| 850            | Accumulated Surplus                         | 964            | 1,275         | 1,441           |
| <b>850</b>     | <b>Total Equity</b>                         | <b>964</b>     | <b>1,275</b>  | <b>1,441</b>    |

**EAST WASTE**

Projected Statement of Cashflows (Budgeted)  
for the Financial Year Ending 30 June 2024

| <b>FY2022</b>  |   | <b>FY2023</b>  | <b>FY2023</b>  | <b>FY2024</b>   |
|----------------|---|----------------|----------------|-----------------|
| <b>Audited</b> |   | <b>Adopted</b> | <b>BR2</b>     | <b>Proposed</b> |
| <b>Actuals</b> |   | <b>Budget</b>  |                | <b>Budget</b>   |
| <b>\$'000</b>  |   | <b>\$'000</b>  | <b>\$'000</b>  | <b>\$'000</b>   |
|                | <b>Cash Flows from Operating Activities</b>               |                |                |                 |
|                | <b>Receipts</b>   |                |                |                 |
| 17,400         | Operating Receipts  | 23,024         | 22,600         | 24,069          |
| 9              | Investment Receipts                                       | 13             | 23             | 20              |
|                | <b>Payments</b>   |                |                |                 |
| (6,245)        | Employee costs  | (7,071)        | (7,054)        | (7,565)         |
| (9,613)        | Materials, contracts & other expenses                     | (13,241)       | (12,482)       | (13,275)        |
| (258)          | Interest Payments   | (406)          | (371)          | (384)           |
| <b>1,293</b>   | <b>Net Cash Flows from Operating Activities</b>           | <b>2,319</b>   | <b>2,716</b>   | <b>2,865</b>    |
|                | <b>Cash Flows from Investing Activities</b>               |                |                |                 |
|                | <b>Receipts</b>   |                |                |                 |
| 86             | Sale of Replaced Assets                                   | 200            | 100            | 50              |
|                | <b>Payments</b>   |                |                |                 |
| (2,305)        | Expenditure on Renewal/Replaced Assets                    | (2,223)        | (2,231)        | (2,115)         |
| (244)          | Expenditure of New/Upgraded Assets                        | (2,597)        | (2,597)        | (40)            |
| <b>(2,463)</b> | <b>Net Cash Flows from Investing Activities</b>           | <b>(4,620)</b> | <b>(4,728)</b> | <b>(2,105)</b>  |
|                | <b>Cash Flow from Financing Activities</b>                |                |                |                 |
|                | <b>Receipts</b>   |                |                |                 |
| 2,031          | Proceeds from Borrowings                                  | 4,525          | 4,525          | 2,000           |
|                | <b>Payments</b>   |                |                |                 |
| (237)          | Repayment of Lease Liabilities                            | (263)          | (263)          | (285)           |
| (1,791)        | Repayment of Borrowings                                   | (1,896)        | (1,896)        | (1,944)         |
| <b>3</b>       | <b>Net Cash Flow from Financing Activities</b>            | <b>2,366</b>   | <b>2,366</b>   | <b>(229)</b>    |
| <b>(1,167)</b> | <b>Net Increase (Decrease) in cash held</b>               | <b>65</b>      | <b>354</b>     | <b>531</b>      |
| <b>3,168</b>   | <b>Cash &amp; cash equivalents at beginning of period</b> | <b>1,991</b>   | <b>2,001</b>   | <b>2,355</b>    |
| <b>2,001</b>   | <b>Cash &amp; cash equivalents at end of period</b>       | <b>2,056</b>   | <b>2,355</b>   | <b>2,886</b>    |

**EAST WASTE**Projected Statement of Changes in Equity (Budgeted)  
for the Financial Year Ending 30 June 2024

| <b>FY2022</b>  |  | <b>FY2023</b>  | <b>FY2023</b> | <b>FY2024</b>   |
|----------------|--|----------------|---------------|-----------------|
| <b>Audited</b> |  | <b>Adopted</b> | <b>BR2</b>    | <b>Proposed</b> |
| <b>Actuals</b> |  | <b>Budget</b>  |               | <b>Budget</b>   |
| <b>\$</b>      |  | <b>\$'000</b>  | <b>\$'000</b> | <b>\$'000</b>   |
| 1,219          | <b>Balance at Start of Period - 1 July</b> | 809            | 850           | 1,275           |
| (369)          | Net Surplus / (Deficit) for Year           | 155            | 425           | 166             |
| -              | Contributed Equity                         | -              | -             | -               |
| -              | Distribution to Councils                   | -              | -             | -               |
| <b>850</b>     | <b>Balance at End of Period - 30 June</b>  | <b>964</b>     | <b>1,275</b>  | <b>1,441</b>    |

**EAST WASTE**Projected Uniform Presentation of Finances (Budgeted)  
for the Financial Year Ending 30 June 2024

| <b>FY2022</b>                                 |   | <b>FY2023</b>         | <b>FY2023</b>  | <b>FY2024</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>          |
| 17,602  | Income  | 23,112                | 22,698         | 24,139                 |
| (17,978)                                      | Expenses  | (23,157)              | (22,373)       | (23,991)               |
| <b>(376)</b>                                  | <b>Operating Surplus / (Deficit)</b>                              | <b>(45)</b>           | <b>325</b>     | <b>148</b>             |
| <b>Net Outlays on Existing Assets</b>         |   |                       |                |                        |
| (2,305)                                       | Capital Expenditure on Renewal and Replacement of Existing Assets | (2,223)               | (2,231)        | (2,115)                |
| 2,043   | Depreciation, Amortisation and Impairment                         | 2,346                 | 2,346          | 2,657                  |
| 86  | Proceeds from Sale of Replaced Assets                             | 200                   | 100            | 50                     |
| <b>(176)</b>                                  |   | <b>323</b>            | <b>215</b>     | <b>592</b>             |
| <b>Net Outlays on New and Upgraded Assets</b> |   |                       |                |                        |
| (244)   | Capital Expenditure on New and Upgraded Assets                    | (2,597)               | (2,597)        | (40)                   |
| -   | Amounts Specifically for New and Upgraded Assets                  | -                     | -              | -                      |
| -   | Proceeds from Sale of Surplus Assets                              | -                     | -              | -                      |
| <b>(244)</b>                                  |   | <b>(2,597)</b>        | <b>(2,597)</b> | <b>(40)</b>            |
| <b>(796)</b>                                  | <b>Net Lending / (Borrowing) for Financial Year</b>               | <b>(2,319)</b>        | <b>(2,057)</b> | <b>700</b>             |



# ITEM 9.1 - ATTACHMENT B



PO Box 44  
Woodside SA 5244  
Phone: 08 8408 0400  
Fax: 08 8389 7440  
mail@ahc.sa.gov.au  
[www.ahc.sa.gov.au](http://www.ahc.sa.gov.au)

25 May 2023

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

Dear Mr Gregory

## East Waste Draft 2023/24 Business Plan & Budget

I am pleased to advise that the following resolution was unanimously passed at the Council meeting held on 23 May 2023:

### 12.2 East Waste Annual Business Plan & Budget

Moved Cr Malcolm Herrmann  
S/- Cr Chris Grant

128/23

#### Council resolves:

1. That the report be received and noted.
2. To provide consent to the Eastern Waste Management Authority *Draft Annual Plan 2023-24*.

Carried Unanimously

The Council Members appreciated you taking the time to come along to the 23 May Council meeting and for your comprehensive presentation.

Yours sincerely

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

David Waters  
Chief Executive Officer

**From:** Helen Bortoluzzi  
**To:** Rob Gregory  
**Subject:** Regional Subsidiaries Annual Business Plans and Budgets for 2023/24

Dear Rob

At its meeting on Wednesday, 26 April 2023 Council was presented with a report on its Regional Subsidiaries Annual Business Plans and Budgets for 2023/24

Council resolved **(C260423/13423)** – in part

*Approves the Eastern Waste Management Authority draft Budget 2023/24, noting the Budgeted result is a Net Surplus of \$166k.*

Should you require further information please contact Karishma Reynolds, Director Corporate at [kreynolds@burnside.sa.gov.au](mailto:kreynolds@burnside.sa.gov.au)

Regards



**Helen Bortoluzzi** | Executive Support Officer  
City of Burnside | 401 Greenhill Road Tasmore SA 5065





Enq: Simon Zbierski  
Ph: 8366 9289

14 April 2023

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

Dear Mr Gregory

**Draft 2023/2024 Annual Plan and Budget**

I wish to advise that at its meeting held on Tuesday 4 April 2023 Council endorsed East Waste's Draft Annual Plan and Budget for the Year ending 30 June 2024.

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

Yours sincerely

Tracie Dawber  
General Manager Corporate Services

18 May 2023

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 2023/2024 Draft Annual Business Plan and Budget**

Following receipt of your letter dated 14 March 2023, Council has endorsed the following recommendations in relation to the East Waste 2023/2024 Draft Annual Business Plan and Budget at its [Full Council meeting](#) on 9 May 2023:

1. *That Council consents to the East Waste Draft 2023/2024 Annual Plan (Attachment B) and acknowledges the East Waste Draft 2023/2024 Budget (Confidential Attachment A) within.*
2. *That Council provides East Waste with feedback about Council supporting the delivery of existing waste management and education services within CPI.*

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

Further to the Council's endorsement, I would like to recognise the work carried out by East Waste to set a budget within CPI. There are a multitude of cost pressures across business, industry and the community so it is positive to see a Draft Annual Plan that will maintain the service standards of our kerbside waste services and allow continued progress with East Waste's education and behaviour change programs. The Sustainability team look forward to working with East Waste in 2023/24.

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 decision.

Yours sincerely

Gemma Chambers  
WASTE MANAGEMENT OFFICER

File Number: qA111241  
Enquiries To: Lisa Mara  
Direct Telephone: 8366 4549



**City of  
Norwood  
Payneham  
& St Peters**

11 May 2023

Mr Rob Gregory  
General Manager  
Eastern Waste Management Authority  
1 Temple Court  
OTTOWAY SA 5013

Via email: [RobG@eastwaste.com](mailto:RobG@eastwaste.com)

Dear Rob

**EAST WASTE DRAFT 2023-2024 ANNUAL BUSINESS PLAN**

I am pleased to advise that at its meeting held on 1 May 2023, the Council considered the East Waste Draft 2023-2024 Annual Business Plan.

Pursuant to Clause 52 of the Charter, the Council has considered and hereby approves the Authority's Draft 2023-2024 Annual Business Plan.

I have attached a copy of the report which was considered by the Council in respect to this matter for your records.

If you have any questions or require additional information regarding this matter, please contact me on 8366 4549 or via email: [lmara@npsp.sa.gov.au](mailto:lmara@npsp.sa.gov.au)

Yours sincerely

Lisa Mara  
**GENERAL MANAGER, GOVERNANCE & CIVIC AFFAIRS**

175 The Parade,  
Norwood SA 5067

PO Box 204  
Kent Town SA 5071

Telephone  
8366 4555

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

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



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**From:** Sam Dilena  
**To:** Rob Gregory  
**Cc:** Megan Gillett  
**Subject:** East Waste draft 2023/24 Annual Plan & Budget

Hi Rob,

The Council considered the East Waste draft 2023/24 AP & Budget at its ordinary Meeting in April last night & resolved as follows;

## **10.2 EAST WASTE DRAFT 2023/24 ANNUAL PLAN AND BUDGET**

RESOLUTION 2023/55

Moved: Cr Thuy Nguyen  
Seconded: Cr Lillian Hollitt

That Council:

1. Having considered Item 10.2 East Waste Draft 2023/24 Annual Plan and Budget receives and notes the report.
2. Having considered Item 10.2 East Waste Draft 2023/24 Annual Plan and Budget, endorses the East Waste Draft 2023/24 Annual Plan and Budget (as presented in Attachment 1).

**CARRIED UNANIMOUSLY**

Kind regards,

**Sam Dilena**  
Director City Works & Presentation

T 08 8269 5355  
Payinthe - 128 Prospect Road, Prospect, SA 5082 | PO Box 171, Prospect SA 5082

29 May 2023

Mr Rob Gregory  
General Manager  
Eastern Waste Management Authority  
Via email [RobG@eastwaste.com](mailto:RobG@eastwaste.com)

Dear Rob

**Draft 2023-24 East Waste Annual Business Plan and Budget**

I write to advise that at its meeting held on 22 May 2023, Council considered a report outlining the Draft 2023-24 East Waste Annual Business Plan and Budget.

Following consideration of the matter, Council resolved the following:

1. *The report be received.*
2. *The Eastern Waste Management Authority be advised that pursuant to Clause 52 of its Charter, the City of Unley has considered and approves its Draft 2023-24 Annual Business Plan, as set out in Attachment 1 of this report (Item 4.8, Council Meeting 22/05/2023).*

**Resolution No. C1031/23**

We look forward to working closely with East Waste to ensure the delivery of the proposed Annual Business Plan.

If you have any questions regarding this matter, please contact Council's General Manager, City Development, Claude Malak [cmalak@unley.sa.gov.au](mailto:cmalak@unley.sa.gov.au)

Yours sincerely



Peter Tsokas  
**Chief Executive Officer**

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)

24 May 2023

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 2023-24**

I write to advise that at the Ordinary Meeting of Council held on Monday 15 May 2023, Council resolved (**CNC296/22-23**) to endorse the East Waste Draft Annual Business Plan & Budget 2023-24. For your convenience, the resolution is replicated herein:

**CNC296/22-23**

1. *That Council receive and endorse the East Waste Draft Annual Plan & Budget 2023-24, 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



## 9.2: LONG TERM FINANCIAL PLAN – PRINCIPLES & ASSUMPTIONS

**REPORT AUTHOR:** Coordinator Finance & Strategic Projects

**ATTACHMENTS:** A: Long Term Financial Plan

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### Purpose of the Report

To provide an opportunity for the East Waste Board to review and provide input into the DRAFT principles and assumptions of East Waste's FY2024-2033 Long Term Financial Plan.

### Background

Under *Section 122(1)(a) of the Local Government Act 1999*, East Waste is required to develop and adopt a Long Term Financial Plan for a period of at least 10 years, which forms part of its suite of Strategic Management Plans. The Long Term Financial Plan (the Plan) was last reviewed and endorsed in 2020, and going forward will be reviewed annually via the Audit & Risk Management Committee and Board, following the adoption of the draft Annual Plan.

### Report

Prior to presenting a final draft of the Plan to the Audit and Risk Management Committee (the Committee) and Board, careful consideration needs to be given to the key principles and assumptions that will be used to formulate the Plan. An initial draft Long Term Financial Plan is attached (refer attachment A) for Board's review and input and further detail will be provided at the meeting. The key principles and assumptions are as follows:

### Principles

- Consistency with East Waste's:
  - Strategic Plan 2030
  - Current Annual Plan; and
  - Charter.
- Alignment to East Waste's:
  - Existing Treasury Management Policy; and
  - Cash-flow requirements.
- Use of predicted CPI

### Assumptions

- Annual CPI Increase of 3% assumed across the life of the Plan.
- Assumes no change to Common Fleet Costing allocation to Member Councils throughout the life of the Plan.
- Assumes no change in current service delivery model and/or service standards, and no additional Member Councils throughout the life of the Plan.
- Assumes a new 10-year lease at the Ottoway Depot will be renewed in FY2025 on the same terms as the current lease agreement held with the landlord.

## Operating Income

1. Business as usual approach - no change to Membership or service offerings, and 1% operating surplus retained as per Budget Framework Policy. While the on-boarding of additional services and changes to the current collection model will undoubtedly occur within the period of the Plan, the timing and extent is too uncertain at this point to predict with any confidence.
2. Interest Income calculated based on 3% return on estimated annual net cash holdings.
3. Profit on disposal of assets assumes \$10,000 sale per truck sold each year based on Fleet replacement schedule.
4. Fuel based on annual usage levels and price increases aligned with recent historic data and RAA modelling.

## Operating Expenses

5. Bin supply & waste collection income Based on historical experiences, allowing for addition of Unley, and estimated future activity, an annual increase of 5% across the life of the Plan will occur which incorporates the estimated increased in cost and volume of activity undertaken.
6. Assumed interest rates applicable to all new loans across the following financial years:  
FY24 – FY25: 6.5%  
FY26 – FY27: 6.0%  
FY28 – FY33: 5.5%
7. Assume that a new lease agreement is entered into in FY25 for a period of 10 years based on the same terms as the current lease held with the landlord.
8. Fuel expenses have been estimated based on a \$/L charge. It assumes no change in total volume of fuel used over the life of the Plan consistent with forecasted level/number of services.
9. Assumes no additional employees or change to staffing structure across the life of the Plan. Higher increases across first three years to account for offsetting the minimal increase applied to previous two Enterprise Agreement reviews. Remaining years increased annually by 3.5%.
10. Fleet maintenance costs developed from FY2024 Budget assumptions. Allowance for a higher increase in first two years, due to holding onto trucks for extended periods and to account for onboarding of the Unley fleet. Increases in following years assumed at 3.5% annually.

## Fleet Replacement

- Estimates developed from Administration and inflated annually based on an indexed rate.
- All trucks have an assumed useful life of 8 years with a residual value of \$10,000 applied to each truck.

## Capital

- Assume that annual expenditure of \$100,000 required on additional other unidentified CAPEX relating to leasehold improvements, motor vehicles and other minor assets will be required.
- All other CAPEX has an assumed useful life of 10-years for depreciation purposes.

## Borrowings

- Assume that borrowings are required each year to fund 100% replacement cost of Fleet assets replaced.
- Varied Interest rates applied to borrowings across the life of the Plan.
- Assume all borrowings are 8-year, fixed interest borrowings taken out with the LGFA.
- All borrowings commence from October of each financial year and are on 6-monthly P+I repayment schedules.
- All borrowings commence as from October of each financial year and are on 6-monthly P+I repayment schedules.

The Plan principles and assumptions were reviewed extensively at the at the Audit & Risk Management Committee meeting held 13 June 2023 and several adjustments made. The Committee subsequently resolved:

### **9.2 LONG TERM FINANCIAL PLAN**

*Moved Ms Di Blasio that the Committee notes the draft principles and assumptions presented within the draft Long Term Financial Plan and recommends to the Board for endorsement.*

*Seconded Mr Bell*

**Carried**

Following the adoption of the Plan by the East Waste Board, Administration will review the Treasury Management Policy and Budget Framework Policy and present back to the Board for consideration (refer Report 9.8 for further information).

## **RECOMMENDATION**

**The Board endorses the 2024-2033 Long Term Financial Plan as a key strategic planning document and for distribution to Member Councils.**

# EastWaste

## Long Term Financial Plan



**FY2024 - FY2033**

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## Introduction

Under *Section 122(1)(a) of the Local Government Act 1999*, Councils are required to develop and adopt a Long Term Financial Plan for a period of at least 10 years, which forms part of its suite of Strategic Management Plans. As a Council Subsidiary East Waste is governed by the same legislation, and the development of a Long Term Financial Plan (the Plan) not only satisfies that requirement but assists Administration in determining financial projections for the proceeding decade.

The Plan has been developed based on a series of assumptions and information provided by East Waste Administration, as well as information contained within the draft FY2024 Budget, and for full context should also be read in conjunction with East Waste's *Strategic Plan 2030*. The Plan is also closely aligned with East Waste's Charter, Annual Plans, Policies and cash-flow requirements.

East Waste's adopted accounting policies have been consistently applied to all assumptions and projections. The Plan assumes no changes to Common Fleet Costing allocation to Member Councils throughout the life of the Plan. While the on-boarding of additional services and changes to the current collection model and truck types will undoubtedly occur within the period of the Plan, the timing and extent is too uncertain at this point to predict with any confidence.

The Plan is not designed to provide any investment advice for any capital projects or services that are designed to deliver a financial return to East Waste.

## General Manager's Statement

East Waste operates almost entirely on a full user pays and cost recovery service, ensuring the ongoing financial sustainability of the Organisation. The challenge for East Waste is undertaking this in the most efficient and effective manner, while at the same time advancing the Organisation and operations through the implementation of innovative approaches and technology and ultimately providing Member Councils with high levels of confidence and satisfaction.

As a logistics business with a fleet of over 50 collection vehicles, truck purchases, running costs and labour costs dominate our annual budgets and Long Term Financial Plan considerations. Trucks are currently retained for a period of eight years (increased from seven years, in 2018), however each truck is heavily monitored and scrutinised on an annual basis to determine the best logistical and financial outcome for the Organisation.

A key change associated with the replacement of all Robotic Arm Collection Vehicles (RACV) across the life of this plan is that all replacement vehicles will have 29m<sup>3</sup> fitted. With several changes to collection frequency likely across the life of this Plan, the larger bodies provide the greatest fleet flexibility.

Over the short, medium and long term life of this Plan, East Waste maintains a strong financial and sustainable position. The East Waste Charter has clear and defined mechanisms when returns to Member Councils will occur which ensures our financial sustainability is overlaid with fiscal responsibility to our Owners. A separate piece of work will be undertaken prior to the next review of the Plan to formalise required Operating Capital and the triggers for returns. Any variation to, or additional services will only be undertaken on a full cost recovery basis, which ensures financial sustainability is able to be maintained through any adaptation of service.

The East Waste Long Term Financial Plan as demonstrated on the following pages highlights strong financial sustainability with a target of achieving a modest Operating Surplus each year, consistent with Member Council expectations.



## Risk/Review

This Plan has been developed based on the most up to date information and assumptions available at the time. Users of this information should be aware that there are inherent risks associated with the outcomes reported, as circumstances (ie. change in legislative requirements) may bring about changes that could materially affect the outcome and projected results of the Plan.

To ensure that the Plan is timely and relevant to East Waste's forecasts, it will be reviewed at least once per year in accordance with *Section 122(4)(a)(i) of the Local Government Act 1999*. East Waste will review its Long-Term Financial Plan via the Audit & Risk Management Committee and Board following the development of the draft Annual Plan and Budget to allow for the most relevant financial parameters to be considered.

## About East Waste

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, City of Unley, and Town of Walkerville.

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. Through the admission of the City of Unley as a Member Council, East Waste undertook the required periodic review of the Charter which has now been endorsed by all Member Councils and is live.

As a regional subsidiary, East Waste recognises that success from this 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 timelier 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.

## Key Assumptions

- Annual CPI Increase of 3.0% assumed across the life of the Plan.
- Assumes no change to Common Fleet Costing allocation to Member Councils throughout the life of the Plan.
- Assumes no change in current service delivery model and/or service standards, and no additional Member Councils throughout the life of the Plan.
- Assumes a new 10-year lease at the Ottoway Depot will be renewed in FY2025 on the same terms as the current lease agreement held with the landlord.

## Operating Income

| Section                                     | Key Assumptions  |
|---|--|
| Member Council Common Fleet Costing Charges | <ul style="list-style-type: none"> <li>• Based on methodology outlined within adopted Budget Framework Policy.</li> <li>• A 1% Common Fleet Costing Surplus charge has been applied each year in line with the objectives of the Budget Framework Policy.</li> </ul> |
| Administration Fee                          | <ul style="list-style-type: none"> <li>• Based on FY24 budgeted charge with 3.0% annual increase applied to each year thereafter.</li> </ul>   |
| Bin Supply and Bin Service Income           | <ul style="list-style-type: none"> <li>• Full fee recovery activity based on estimated expenses (refer below for key assumptions)</li> </ul>   |
| Waste Processing Income                     | <ul style="list-style-type: none"> <li>• Full fee recovery activity based on estimated annual expenses (refer below for key assumptions).</li> </ul>   |
| Interest Income                             | <ul style="list-style-type: none"> <li>• Income calculated based on 3.0% return on estimated annual net cash holdings.</li> </ul>  |
| Profit on Disposal of Assets                | <ul style="list-style-type: none"> <li>• Assumes \$10,000 sale per truck sold each year based on Fleet replacement Plan.</li> </ul>  |

## Operating Expenses

| Section                             | Key Assumptions   |
|-------------------------------------|---|
| Bin Supply and Bin Service Expenses | <ul style="list-style-type: none"> <li>• Based on historical experience and estimated future activity, an annual increase of 5% across the life of the Plan will occur which incorporates the estimated increased in cost and volume of activity undertaken.</li> </ul>       |
| Waste Processing Fees               | <ul style="list-style-type: none"> <li>• Based on historical experience and estimated future activity, an annual increase of 5% across the life of the LTFP will occur which incorporates the estimated increased in cost and volume of activity undertaken.</li> </ul>       |
| Interest on Borrowings              | <ul style="list-style-type: none"> <li>• Assumed interest rates applicable to all new loans across the following financial years: <ul style="list-style-type: none"> <li>• FY24 – FY25: 6.5%</li> <li>• FY26 – FY27: 6.0%</li> <li>• FY28 – FY33: 5.5%</li> </ul> </li> </ul> |
| Ottoway Lease                       | <ul style="list-style-type: none"> <li>• Assume that a new lease agreement is entered into in FY2025 for a period of 10 years based on the same terms as the current lease held with the landlord.</li> </ul>   |



|                            |  |
|----------------------------|--|
| Fuel                       | <ul style="list-style-type: none"> <li>Fuel expenses have been estimated based on a varying \$/L charge across the life of the Plan. It assumes no change in total volume of fuel used over the life of the Plan consistent with forecasted level/number of services.</li> </ul>   |
| Wages & Salaries           | <ul style="list-style-type: none"> <li>Administration estimates cost increases ranging from 5% to 3.5% across life of the Plan. 5% applied for years 1-2, to offset lower than CPI increases applied for East Waste's EBA staff in recent years. Increase reduced to 4% in year 3, and 3.5% applied to remaining years. Assumes no change in the number of staff over the life of the Plan.</li> </ul> |
| Fleet Maintenance          | <ul style="list-style-type: none"> <li>Fleet Maintenance costs are based on Administration estimates on annual spend required to maintain Fleet assets. Based on FY2024 budget assumptions.</li> </ul>   |
| All other General Expenses | <ul style="list-style-type: none"> <li>Assume an annual 3.0% - 5% increase in costs as estimated by East Waste.</li> </ul>   |

## Fleet Replacement

- Fleet Replacement has been based on estimates developed from Administration and inflated annually based on an indexed rate.
- All trucks have an assumed useful life of 8 years with a residual value of \$10,000 applied to each truck.
- All trucks are individually assessed annually towards the end of life to ensure ultimate optimisation of the asset.

## Capital Expenditure

- Assume that annual expenditure of \$100,000 required on additional other unidentified CAPEX relating to leasehold improvements, motor vehicles and other minor assets will be required.
- All other CAPEX has an assumed useful life of 10-years for depreciation purposes.

## Borrowings

- Assume that borrowings are required each year to fund 100% replacement cost of Fleet assets replaced.
- Interest rates applied to borrowings based on the following:
  - FY24-25:** 6.5%
  - FY26-27:** 6%
  - FY28-33:** 5.5%
- Assume all borrowings are 8-year, fixed interest borrowings taken out with the LGFA.
- All borrowings commence as from October of each financial year and are on 6-monthly P+I repayment schedules.
- All borrowings commence as from October of each financial year and are on 6-monthly P+I repayment schedules.

## East Waste

### Long Term Financial Plan (LTFP): FY2024 - FY2033

#### Projected Statement of Comprehensive Income

|  | Financial Year |               |               |               |               |               |               |               |               |               |
|--|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
|  | 1<br>2024      | 2<br>2025     | 3<br>2026     | 4<br>2027     | 5<br>2028     | 6<br>2029     | 7<br>2030     | 8<br>2031     | 9<br>2032     | 10<br>2033    |
| <b>Income</b>                            |                |               |               |               |               |               |               |               |               |               |
| User Charges                             | 22,747         | 24,248        | 25,614        | 26,677        | 27,882        | 28,899        | 30,014        | 31,238        | 32,288        | 33,674        |
| Investment income                        | 20             | 87            | 104           | 123           | 138           | 149           | 159           | 166           | 174           | 181           |
| Grants, subsidies & contributions        | 50             | -             | -             | -             | -             | -             | -             | -             | -             | -             |
| Other                                    | 1,322          | 1,378         | 1,447         | 1,519         | 1,595         | 1,675         | 1,758         | 1,846         | 1,938         | 2,035         |
| <b>Total</b>                             | <b>24,139</b>  | <b>25,713</b> | <b>27,165</b> | <b>28,319</b> | <b>29,615</b> | <b>30,723</b> | <b>31,931</b> | <b>33,250</b> | <b>34,400</b> | <b>35,890</b> |
| <b>Expenses</b>                          |                |               |               |               |               |               |               |               |               |               |
| Employee Costs                           | 7,675          | 8,092         | 8,527         | 8,875         | 9,195         | 9,527         | 9,871         | 10,228        | 10,598        | 10,981        |
| Materials, contracts & other expenses    | 13,275         | 14,100        | 14,965        | 15,630        | 16,325        | 17,051        | 17,810        | 18,603        | 19,432        | 20,299        |
| Depreciation, amortisation & impairment  | 2,657          | 2,712         | 2,804         | 2,886         | 3,125         | 3,157         | 3,239         | 3,407         | 3,333         | 3,536         |
| Finance costs                            | 384            | 682           | 734           | 787           | 820           | 841           | 848           | 850           | 870           | 898           |
| <b>Total</b>                             | <b>23,991</b>  | <b>25,586</b> | <b>27,030</b> | <b>28,178</b> | <b>29,465</b> | <b>30,576</b> | <b>31,768</b> | <b>33,088</b> | <b>34,233</b> | <b>35,714</b> |
| <b>Operating Surplus / (Deficit)</b>     | <b>148</b>     | <b>127</b>    | <b>135</b>    | <b>141</b>    | <b>150</b>    | <b>147</b>    | <b>163</b>    | <b>162</b>    | <b>167</b>    | <b>176</b>    |
| Asset disposals & fair value adjustments | 18             | 50            | 50            | 50            | 50            | 60            | 50            | 60            | 60            | 60            |
| <b>Net Surplus / (Deficit)</b>           | <b>166</b>     | <b>177</b>    | <b>185</b>    | <b>191</b>    | <b>200</b>    | <b>207</b>    | <b>213</b>    | <b>222</b>    | <b>227</b>    | <b>236</b>    |
| Other Comprehensive Income               | -              | -             | -             | -             | -             | -             | -             | -             | -             | -             |
| <b>Total Comprehensive Income</b>        | <b>166</b>     | <b>177</b>    | <b>185</b>    | <b>191</b>    | <b>200</b>    | <b>207</b>    | <b>213</b>    | <b>222</b>    | <b>227</b>    | <b>236</b>    |

## East Waste

### Long Term Financial Plan (LTFP): FY2024 - FY2033

#### Projected Statement of Financial Position

|   | Financial Year |               |               |               |               |               |               |               |               |               |
|---|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
|   | 1<br>2024      | 2<br>2025     | 3<br>2026     | 4<br>2027     | 5<br>2028     | 6<br>2029     | 7<br>2030     | 8<br>2031     | 9<br>2032     | 10<br>2033    |
| <b>Assets</b>                               |                |               |               |               |               |               |               |               |               |               |
| <b>Current</b>                              |                |               |               |               |               |               |               |               |               |               |
| Cash & Cash Equivalents                     | 2,886          | 3,452         | 4,102         | 4,605         | 4,951         | 5,311         | 5,527         | 5,789         | 6,040         | 6,224         |
| Trade & Other Receivables                   | 935            | 935           | 935           | 935           | 935           | 935           | 935           | 935           | 935           | 935           |
| Inventory                                   | 50             | 50            | 50            | 50            | 50            | 50            | 50            | 50            | 50            | 50            |
| <b>Total</b>                                | <b>3,871</b>   | <b>4,437</b>  | <b>5,087</b>  | <b>5,590</b>  | <b>5,936</b>  | <b>6,296</b>  | <b>6,512</b>  | <b>6,774</b>  | <b>7,025</b>  | <b>7,209</b>  |
| <b>Non-Current</b>                          |                |               |               |               |               |               |               |               |               |               |
| Infrastructure, Property, Plant & Equipment | 10,490         | 12,352        | 12,229        | 12,105        | 11,862        | 12,029        | 11,891        | 12,309        | 12,943        | 13,521        |
| <b>Total</b>                                | <b>10,490</b>  | <b>12,352</b> | <b>12,229</b> | <b>12,105</b> | <b>11,862</b> | <b>12,029</b> | <b>11,891</b> | <b>12,309</b> | <b>12,943</b> | <b>13,521</b> |
| <b>Total Assets</b>                         | <b>14,361</b>  | <b>16,789</b> | <b>17,316</b> | <b>17,695</b> | <b>17,798</b> | <b>18,325</b> | <b>18,403</b> | <b>19,083</b> | <b>19,968</b> | <b>20,730</b> |
| <b>Liabilities</b>                          |                |               |               |               |               |               |               |               |               |               |
| <b>Current</b>                              |                |               |               |               |               |               |               |               |               |               |
| Trade & Other Payables                      | 1,311          | 1,311         | 1,311         | 1,311         | 1,311         | 1,311         | 1,311         | 1,311         | 1,311         | 1,311         |
| Borrowings                                  | 2,200          | 2,051         | 2,251         | 2,631         | 2,606         | 2,760         | 2,885         | 2,779         | 3,003         | 3,003         |
| Provisions                                  | 893            | 893           | 893           | 893           | 893           | 893           | 893           | 893           | 893           | 893           |
| <b>Total</b>                                | <b>4,404</b>   | <b>4,255</b>  | <b>4,455</b>  | <b>4,835</b>  | <b>4,810</b>  | <b>4,964</b>  | <b>5,089</b>  | <b>4,983</b>  | <b>5,207</b>  | <b>5,207</b>  |
| <b>Non-Current</b>                          |                |               |               |               |               |               |               |               |               |               |
| Borrowings                                  | 8,287          | 10,687        | 10,829        | 10,637        | 10,565        | 10,731        | 10,471        | 11,035        | 11,469        | 11,995        |
| Provisions                                  | 229            | 229           | 229           | 229           | 229           | 229           | 229           | 229           | 229           | 229           |
| <b>Total</b>                                | <b>8,516</b>   | <b>10,916</b> | <b>11,058</b> | <b>10,866</b> | <b>10,794</b> | <b>10,960</b> | <b>10,700</b> | <b>11,264</b> | <b>11,698</b> | <b>12,224</b> |
| <b>Total Liabilities</b>                    | <b>12,920</b>  | <b>15,171</b> | <b>15,513</b> | <b>15,701</b> | <b>15,604</b> | <b>15,924</b> | <b>15,789</b> | <b>16,247</b> | <b>16,905</b> | <b>17,431</b> |
| <b>Net Assets</b>                           | <b>1,441</b>   | <b>1,618</b>  | <b>1,803</b>  | <b>1,994</b>  | <b>2,194</b>  | <b>2,401</b>  | <b>2,614</b>  | <b>2,836</b>  | <b>3,063</b>  | <b>3,299</b>  |
| <b>Equity</b>                               |                |               |               |               |               |               |               |               |               |               |
| Accumulated Surplus                         | 1,441          | 1,618         | 1,803         | 1,994         | 2,194         | 2,401         | 2,614         | 2,836         | 3,063         | 3,299         |
| <b>Total</b>                                | <b>1,441</b>   | <b>1,618</b>  | <b>1,803</b>  | <b>1,994</b>  | <b>2,194</b>  | <b>2,401</b>  | <b>2,614</b>  | <b>2,836</b>  | <b>3,063</b>  | <b>3,299</b>  |

**East Waste****Long Term Financial Plan (LTFP): FY2024 - FY2033****Projected Statement of Changes in Equity**

|                                   | Financial Year |              |              |              |              |              |              |              |              |              |
|-----------------------------------|----------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
|                                   | 1              | 2            | 3            | 4            | 5            | 6            | 7            | 8            | 9            | 10           |
|                                   | 2024           | 2025         | 2026         | 2027         | 2028         | 2029         | 2030         | 2031         | 2032         | 2033         |
| <b>Balance at Start of Period</b> | <b>1,275</b>   | <b>1,441</b> | <b>1,618</b> | <b>1,803</b> | <b>1,994</b> | <b>2,194</b> | <b>2,401</b> | <b>2,614</b> | <b>2,836</b> | <b>3,063</b> |
| Net Surplus / (Deficit) for Year  | 166            | 177          | 185          | 191          | 200          | 207          | 213          | 222          | 227          | 236          |
| Contributed Equity                | -              | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Distribution to Councils          | -              | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Balance at End of Period</b>   | <b>1,441</b>   | <b>1,618</b> | <b>1,803</b> | <b>1,994</b> | <b>2,194</b> | <b>2,401</b> | <b>2,614</b> | <b>2,836</b> | <b>3,063</b> | <b>3,299</b> |

## East Waste

### Long Term Financial Plan (LTFP): FY2024 - FY2033

#### Projected Statement of Cash Flows

|   | Financial Year |                |                |                |                |                |                |                |                |                |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
|   | 1<br>2024      | 2<br>2025      | 3<br>2026      | 4<br>2027      | 5<br>2028      | 6<br>2029      | 7<br>2030      | 8<br>2031      | 9<br>2032      | 10<br>2033     |
| <b>Cash Flows from Operating Activities</b>               |                |                |                |                |                |                |                |                |                |                |
| <b>Receipts</b>   |                |                |                |                |                |                |                |                |                |                |
| Operating Receipts  | 24,069         | 25,626         | 27,061         | 28,196         | 29,477         | 30,574         | 31,772         | 33,084         | 34,226         | 35,709         |
| Investment Receipts                                       | 20             | 87             | 104            | 123            | 138            | 149            | 159            | 166            | 174            | 181            |
| <b>Payments</b>   |                |                |                |                |                |                |                |                |                |                |
| Operating Payments  | (20,840)       | (22,192)       | (23,492)       | (24,505)       | (25,520)       | (26,578)       | (27,681)       | (28,831)       | (30,030)       | (31,280)       |
| Interest Payments   | (384)          | (682)          | (734)          | (787)          | (820)          | (841)          | (848)          | (850)          | (870)          | (898)          |
| <b>Net Cash Flows from Operating Activities</b>           | <b>2,865</b>   | <b>2,839</b>   | <b>2,939</b>   | <b>3,027</b>   | <b>3,275</b>   | <b>3,304</b>   | <b>3,402</b>   | <b>3,569</b>   | <b>3,500</b>   | <b>3,712</b>   |
| <b>Cash Flows from Investing Activities</b>               |                |                |                |                |                |                |                |                |                |                |
| <b>Receipts</b>   |                |                |                |                |                |                |                |                |                |                |
| Sale of Replaced Assets                                   | 50             | 50             | 50             | 50             | 50             | 60             | 50             | 60             | 60             | 60             |
| <b>Payments</b>   |                |                |                |                |                |                |                |                |                |                |
| Expenditure on Renewal/Replaced Assets                    | (2,115)        | (2,066)        | (2,564)        | (2,636)        | (2,746)        | (3,177)        | (2,942)        | (3,654)        | (3,782)        | (3,914)        |
| Expenditure of New/Upgraded Assets                        | (40)           | (108)          | (117)          | (126)          | (136)          | (147)          | (159)          | (171)          | (185)          | (200)          |
| <b>Net Cash Flows from Investing Activities</b>           | <b>(2,105)</b> | <b>(2,124)</b> | <b>(2,631)</b> | <b>(2,712)</b> | <b>(2,832)</b> | <b>(3,264)</b> | <b>(3,051)</b> | <b>(3,765)</b> | <b>(3,907)</b> | <b>(4,054)</b> |
| <b>Cash Flow from Financing Activities</b>                |                |                |                |                |                |                |                |                |                |                |
| <b>Receipts</b>   |                |                |                |                |                |                |                |                |                |                |
| Proceeds from Borrowings                                  | 2,000          | 2,050          | 2,560          | 2,630          | 2,750          | 3,170          | 2,900          | 3,650          | 3,780          | 3,910          |
| <b>Payments</b>   |                |                |                |                |                |                |                |                |                |                |
| Repayment of Borrowings                                   | (1,944)        | (2,051)        | (2,051)        | (2,251)        | (2,631)        | (2,606)        | (2,760)        | (2,885)        | (2,779)        | (3,003)        |
| Repayment of Lease Liability                              | (285)          | (148)          | (167)          | (191)          | (216)          | (244)          | (275)          | (307)          | (343)          | (381)          |
| <b>Net Cash Flow from Financing Activities</b>            | <b>(229)</b>   | <b>(149)</b>   | <b>342</b>     | <b>188</b>     | <b>(97)</b>    | <b>320</b>     | <b>(135)</b>   | <b>458</b>     | <b>658</b>     | <b>526</b>     |
| <b>Net Increase (Decrease) in cash held</b>               | <b>531</b>     | <b>566</b>     | <b>650</b>     | <b>503</b>     | <b>346</b>     | <b>360</b>     | <b>216</b>     | <b>262</b>     | <b>251</b>     | <b>184</b>     |
| <b>Cash &amp; Cash Equivalents at beginning of period</b> | <b>2,355</b>   | <b>2,886</b>   | <b>3,452</b>   | <b>4,102</b>   | <b>4,605</b>   | <b>4,951</b>   | <b>5,311</b>   | <b>5,527</b>   | <b>5,789</b>   | <b>6,040</b>   |
| <b>Cash &amp; Cash Equivalents at end of period</b>       | <b>2,886</b>   | <b>3,452</b>   | <b>4,102</b>   | <b>4,605</b>   | <b>4,951</b>   | <b>5,311</b>   | <b>5,527</b>   | <b>5,789</b>   | <b>6,040</b>   | <b>6,224</b>   |

## East Waste

### Long Term Financial Plan (LTFP): FY2024 - FY2033

#### Projected Uniform Presentation of Finances

|   | Financial Year |              |              |              |              |              |              |              |              |              |
|---|----------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
|   | 1<br>2024      | 2<br>2025    | 3<br>2026    | 4<br>2027    | 5<br>2028    | 6<br>2029    | 7<br>2030    | 8<br>2031    | 9<br>2032    | 10<br>2033   |
| Income  | 24,139         | 25,713       | 27,165       | 28,319       | 29,615       | 30,723       | 31,931       | 33,250       | 34,400       | 35,890       |
| Expenses  | (23,991)       | (25,586)     | (27,030)     | (28,178)     | (29,465)     | (30,576)     | (31,768)     | (33,088)     | (34,233)     | (35,714)     |
| <b>Operating Surplus / (Deficit)</b>                              | <b>148</b>     | <b>127</b>   | <b>135</b>   | <b>141</b>   | <b>150</b>   | <b>147</b>   | <b>163</b>   | <b>162</b>   | <b>167</b>   | <b>176</b>   |
| <b>Net Outlays on Existing Assets</b>                             |                |              |              |              |              |              |              |              |              |              |
| Capital Expenditure on Renewal and Replacement of Existing Assets | (2,115)        | (2,066)      | (2,564)      | (2,636)      | (2,746)      | (3,177)      | (2,942)      | (3,654)      | (3,782)      | (3,914)      |
| Depreciation, amortisation & impairment                           | 2,657          | 2,712        | 2,804        | 2,886        | 3,125        | 3,157        | 3,239        | 3,407        | 3,333        | 3,536        |
| Proceeds from Sale of Replaced Assets                             | 50             | 50           | 50           | 50           | 50           | 60           | 50           | 60           | 60           | 60           |
|   | <b>592</b>     | <b>696</b>   | <b>290</b>   | <b>300</b>   | <b>429</b>   | <b>40</b>    | <b>347</b>   | <b>(187)</b> | <b>(389)</b> | <b>(318)</b> |
| <b>Net Outlays on New and Upgraded Assets</b>                     |                |              |              |              |              |              |              |              |              |              |
| Capital Expenditure on New and Upgraded Assets                    | (40)           | (108)        | (117)        | (126)        | (136)        | (147)        | (159)        | (171)        | (185)        | (200)        |
| Amounts Specifically for New and Upgraded Assets                  | -              | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Proceeds from Sale of Surplus Assets                              | -              | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Net Cash Flow from Financing Activities</b>                    | <b>(40)</b>    | <b>(108)</b> | <b>(117)</b> | <b>(126)</b> | <b>(136)</b> | <b>(147)</b> | <b>(159)</b> | <b>(171)</b> | <b>(185)</b> | <b>(200)</b> |
| <b>Net Lending / (Borrowing) for the Financial Year</b>           | <b>700</b>     | <b>715</b>   | <b>308</b>   | <b>315</b>   | <b>443</b>   | <b>40</b>    | <b>351</b>   | <b>(196)</b> | <b>(407)</b> | <b>(342)</b> |

#### Projected Financial Indicators

|                                    | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 |
|------------------------------------|------|------|------|------|------|------|------|------|------|------|
| 1. Operating Surplus Ratio         | 0.6% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% | 0.5% |
| 2. Net Financial Liabilities Ratio | 38%  | 42%  | 39%  | 36%  | 33%  | 32%  | 29%  | 29%  | 29%  | 29%  |
| 3. Asset Renewal Funding Ratio     | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |

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## 9.3: STRATEGIC RISK MANAGEMENT UPDATE

**REPORT AUTHOR:** Manager Business Services  
**ATTACHMENTS:** A: Project Timeline

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### Purpose of the Report

To provide the Board with an update on the Strategic Risk Management review.

### Background

In 2015, East Waste established a Risk Management system (the System) which incorporates a Risk Management Policy, Framework and Registers.

The System has provided East Waste with a solid foundation to help manage potential risks and has undergone several reviews since being first established including, a significant update in 2019 which ensured that it aligned with the ISO 31000 Standards.

However, when the system was reviewed in late 2022 several opportunities were identified to enhance the system including but not limited to:

- Using a consistent WHS & Risk Matrix.
- Increasing Staff engagement/awareness.
- Improved alignment of our Risks into the Operational & Strategic Risk Register; and
- Incorporating the system in our electronic WHS & Risk Management System (Skytrust).

Therefore, at the November 2022 Board meeting a recommendation was made and ultimately endorsed by the Board that we engage the Local Government Risk Services (LGRS) to assist with a review of our Risk Management Systems.

### **8.4 RISK MANAGEMENT SYSTEM REVIEW**

*Moved Mr Tsokas that the Board notes and acknowledges the proposed scope of works timeframe associated with reviewing the Risk Management Policy, Framework and Register, with a progress update be provided at the 23 February 2023 Board Meeting.*

*Seconded Mayor Holmes-Ross*

**Carried**

### Report

In February 2023 Administration met with the LGRS to discuss our current Risk Management System and the possibility of engaging them to assist with the review of our Risk Management System and all applicable documents.

Following the above-mentioned meeting, a scope of works document was provided to Administration for consideration which has since been endorsed by the General Manager.

Over the last couple of months, the LGRS have been working with East Waste Administration to review our existing Risk Management System in addition to preparing a custom training program designed specifically for the East Waste Management team.

During June and July 2023 Risk Management training will be rolled out to the East Waste Management Team which incorporates Managers, Coordinators and Team Leaders. The training will be facilitated by the LGRS and supported by the Risk Management Team.

Following the training in July the LGRS will assist East Waste administration by facilitating a series of workshop(s) which are designed to increase awareness of operational and strategic risks in addition to capturing/collating key content which will be used to update/renew the Risk Management framework including the Strategic and Operational Risk registers.

At the Audit & Risk Management Committee (the Committee) Meeting held on the 13 June 2023, the Committee considered a report regarding a Strategic Risk Management update. The resolution of the Committee was:

**9.3 STRATEGIC RISK MANAGEMENT UPDATE**

*Moved Ms Green that the Committee notes the report.*

*Seconded Mr Bell*

***Carried***

Later this year a workshop has been planned with both the Audit & Risk Management Committee and the Board to help establish East Waste's current risk appetite and to assist with the development of our strategic risk register. Additional information regarding this is available in *Agenda item 9.8 (Joint Audit & Risk Management Committee Planning Sessions)*.

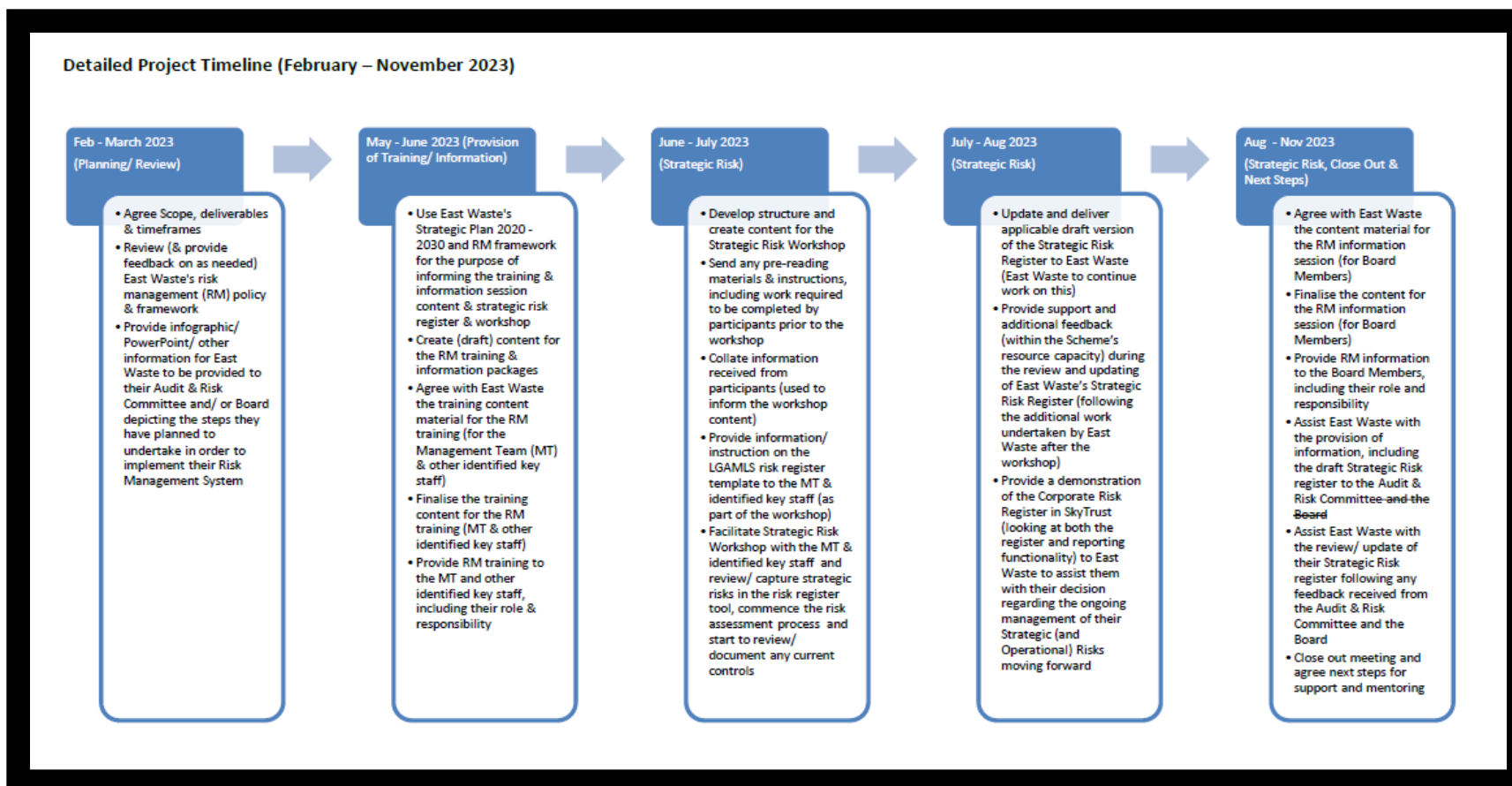
For the Boards reference a project timeline has been included with this report (refer attachment A) which provides further detail about the key milestones and works being undertaken.

**Recommendation**

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



Strategic Risk Management Update



## 9.4: COMPLAINT HANDLING POLICY

**REPORT AUTHOR:** Manager Business Services  
**ATTACHMENTS:** A: Complaint Handling Policy

### Purpose of the Report

To seek the Board's endorsement of the revised *East Waste Complaint Handling Policy* (the Policy).

### Background

In November 2019, the Local Government Association Worker's Compensation Scheme (LGAWCS) completed an audit of East Waste's Risk Management systems and processes. The Audit resulted in a Risk Action Plan being adopted which included an action item, to develop and implement a Complaint Handling Policy. As such, a Complaint Handling Policy was developed and subsequently adopted by the Board.

When the original Complaint Handling Policy was endorsed by the Board, East Waste Administration were directed by the Board to draft a complementary *Persistent Complainant Policy*. Subsequently in November 2020 a draft *Unreasonable Complainant Conduct Policy* was presented and endorsed by the Board.

In accordance with East Waste's Policy Review Schedule both the *Complaint Handling Policy* and the *Unreasonable Complainant Conduct Policy* were due for review in November 2022. Administration reviewed both Policies and following feedback from the Audit & Risk Management Committee a new Policy, which combined the two (2) Policies together was also drafted.

The three (3) above-mentioned policies were presented to the Board for consideration at the meeting held on the 3 November 2022 and the Board directed East Waste Administration to review and amend the policies in light of the Board's discussion (including providing a better definition of what constitutes a complaint).

## 8.5 COMPLAINT HANDLING POLICIES REVIEW

*Moved Cr Turnbull that the Board directs Administration to review and amend the Complaint Handling policies in light of the Board discussions (including better definition of what constitutes a complaint) and present at the February 2023 Board meeting.*

*Seconded Mr Dilena*

**Carried**

The discussion at the above-mentioned Board Meeting was that the Policies had too much focus on Unreasonable Complainants and the Board sought less focus on this area and a revised definition of what constitutes a Complaint.

### Report

Following consideration of the Board's direction, Administration have developed a new *Complaint Handling Policy* (refer Attachment A) which incorporates, but reduces the focus on unreasonable complainant conduct and has a strengthened focus on the customer's experience. The revised Policy also includes:

- Additional definitions including an updated definition of a complaint.
- Additional information about requesting an internal review of decision (legislative option).
- Additional information regarding making an Ombudsman complaint; and
- A revised Complaint Handling Methodology.

At the Audit & Risk Management Committee meeting held on the 13 June 2023, the policy was presented for review and feedback. The Committee's recommendation was:

#### **9.4 COMPLAINT HANDLING POLICY**

*Moved Ms Di Blasio that the Committee recommends that the Complaint Handling Policy, as presented in Attachment A, is endorsed for presentation to the East Waste Board.*

*Seconded Mr Bell*

***Carried***

Being a service-based organisation, East Waste has and will continue to receive complaints about various issues of concern. The Policy has been designed to help support Administration in handling complaints whilst focusing on providing an improved customer experience, ensuring good governance and recognising that complaints/feedback provide opportunities for continuous improvement.

#### **Recommendation**

**The Board endorse the *Compliant Handling Policy*, as presented in *Attachment A*.**

**COMPLAINT HANDLING POLICY**

|                                |   |
|--------------------------------|---|
| <b>Type</b>                    | Policy  |
| <b>Category</b>                | Governance  |
| <b>Policy Number</b>           | 16  |
| <b>First Issued/Adopted</b>    | June 2023   |
| <b>Minutes Reference</b>       |   |
| <b>Review Period</b>           | 36 months   |
| <b>Last Reviewed</b>           |   |
| <b>Next Review</b>             | June 2026   |
| <b>Applicable Legislation</b>  | <ul style="list-style-type: none"> <li>• <i>Local Government Act 1999</i></li> <li>• <i>Freedom of Information Act 1991</i></li> <li>• <i>Public Interest &amp; Disclosures Act 2018</i></li> <li>• <i>Disability Discrimination Act 1992</i></li> <li>• <i>Equal Opportunity Act 1984</i></li> <li>• <i>Ombudsman Act 1972</i></li> <li>• <i>Privacy Act 1988</i></li> <li>• <i>Racial Discrimination Act 1975</i></li> <li>• <i>Work Health and Safety Act</i></li> <li>• <i>Sex Discrimination Act 1984</i></li> </ul> |
| <b>Related Documents</b>       | <ul style="list-style-type: none"> <li>• Internal Review of Decision Procedure</li> <li>• Behavioural Standards Policy</li> </ul>   |
| <b>Consultation Undertaken</b> | Audit & Risk Management Committee   |
| <b>Responsible Officer</b>     | Manager Business Services   |

SIGNED: .....

General Manager

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

SIGNED: .....

Chairperson

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

## Overview/Purpose

East Waste is committed to achieving customer service excellence by striving to deliver services in a professional, coordinated and timely manner. East Waste is focussed on continuous improvement and proactively looks for all opportunities to improve systems/processes. As such, East Waste recognises that feedback and complaints provide the organisation with an opportunity to improve practices and procedures, as well as resolving matters of concern for our customers.

East Waste will aim to resolve any issues of concern for our customers at the first point of contact wherever possible. However, for issues that are unable to be resolved at the first point of contact, this Policy has been designed to provide a fair, consistent and structured process for East Waste's customers to follow should they wish to lodge a complaint.

Additionally, the Policy sets out the principles and guidelines to be used when addressing complaints made about the actions of East Waste, the Board and Committee members, and/or its Employees.

## Definitions

**Complaint:** An expression of dissatisfaction with a product, service or behaviour delivered by East Waste or its representatives that has failed to reach the standard stated, implied or expected after the initial point of contact. This may include an expression of dissatisfaction about a service that has been, or should have been delivered, but does not include matters outside of East Waste's responsibility.

**Employee:** Any person performing work on behalf of East Waste, including the General Manager, Managers, Board Members and Employees employed on a full time, part time, casual or contract basis and Persons providing services to, or on behalf of East Waste, even though they may be employed by another party.

**Feedback:** Can take the form of comments, both positive and negative about services provided by East Waste without necessarily requiring corrective action, change of services or review of decision. Feedback may however, influence future service reviews and delivery methods. East Waste welcomes feedback of all types as an important way of continually improving and monitoring its service standards.

**Request for Service:** Is an application/request to have East Waste take some form of action to provide a product and/or service.

**Customer:** A person who is utilising services or products provided by East Waste and includes external customers being any member Council, their staff and/or residents, members of the public or organisations that have any form of dealings with East Waste.

## Principles

**People Focus:** East Waste is open to feedback and/or complaints from all parties including members of the public about decisions, products, services, programs, employees, or the resolution of a complaint.

**Transparency:** East Waste publicises how and where complaints may be made and will make the process of complaint resolution and investigation easy for complainants to access and understand, whilst being flexible in how complaints may be made to or about East Waste.

**Responsiveness:** Complaints are acknowledged promptly and addressed according to urgency. The complainant is kept informed throughout the process. East Waste is genuine in

its communication and follows through on its promises. East Waste is outcome focussed and will seek a satisfactory resolution wherever possible.

**Fairness:** To ensure the complaint handling process is fair and reasonable, complaints are dealt with in an equitable, objective and unbiased manner. East Waste will take all reasonable steps to ensure that people making complaints are not adversely affected because a complaint is made by them or on their behalf.

**Support:** East Waste supports and assists customers who want help to provide feedback and/or make a complaint. There are opportunities for internal and external review and/or appeal about the organisation's response to the complaint, and complainants are informed about these avenues when applicable.

**Confidentiality:** Where possible personal information related to complaints will be kept confidential. The confidentiality of information related to a complaint will be respected with complaints about employees being kept confidential throughout the investigation process.

**Accountability:** Accountabilities for complaint handling are clearly established, and complaints and responses are monitored and regularly reported to management. East Waste Staff have appropriate authority and guidance to resolve issues that commonly arise in the resolution of complaints. East Waste provides appropriate training, support and resources to employees who are responding to complaints.

**Continuous Improvement:** Complaints represent an opportunity for improvement in East Waste's internal procedures and processes and support ongoing customer satisfaction monitoring.

## Complaint Handling Methodology

East Waste aims to resolve customers queries, concerns and requests for service at the first point of contact wherever possible. However, in circumstances where an issue is unable to be resolved following the initial point of contact and the issue is deemed to be a complaint then the steps outlined may be enacted.

### ***Complaint escalated to a more senior staff member***

Where it is not possible to resolve a matter at the initial point of contact and the matter is considered to be a complaint, East Waste staff may escalate the complaint to an appropriate senior staff member. This may occur, for example, when the frontline staff member has been involved in the matter that is the subject of the complaint, or when the complaint is about an issue that is above the staff member's delegation or requires a decision to be made at a more senior level.

A senior staff member includes Managers, Coordinators, Team Leaders and/or supervisors.

### ***Step 2 – Internal review of an East Waste decision***

Where a complaint has been escalated to a more senior member of staff and the customer is dissatisfied with the outcome, the customer may wish to request an Internal Review.

An Internal Review of an East Waste decision is available under *Section 270 of the Local Government Act 1999*. This is a process established by Legislation that enables a Council or subsidiary to reconsider all the evidence relied upon to make a decision, including new evidence if relevant.

Requests for an Internal Review should include full details on the decision that the complainant is wanting to be reviewed, the date of the decision, the reason for seeking the decision and the

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details of the person that made the decision. Request for an Internal Reviews can be made in writing to the East Waste General Manager at one of the following:

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

**Postal Address:** PO Box 26, Mansfield Park SA 5012

Due to the limited administrative resources at East Waste, requests for internal review may be assigned to an East Waste Member Council, which ensures the presence of necessary policies, procedures, and resources. Involving a Member Council also enhances the Internal Review Process by introducing an additional level of independence and transparency. Additionally, the East Waste Board will be notified of any requests for Internal Review.

## Submitting a Complaint

No distinction will be made between the method of making the complaint, i.e. whether made online, in person or over the telephone. Complaints made or received through any form of media will be accepted, however, depending on the seriousness and complexity of the complaint, the complainant may be requested to provide further information in a defined form (i.e., in writing), taking into account the individual's circumstances/capability.

To assist East Waste in effectively managing a Complaint the person(s) submitting the Complaint should provide sufficient information to assist East Waste in investigating the concerns including a summary of what the Complaint is about and any relevant key information such as but not limited to:

- Complainants Name & Contact information
- Location
- Date/Time of issue
- East Waste employees name (if applicable/available)

To submit a Complaint please contact East Waste via any of the below options:

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

**Phone:** (08) 8347 5111

**Online form:** [www.eastwaste.com.au](http://www.eastwaste.com.au)

**In Writing:** East Waste, PO Box 26, Mansfield Park SA 5012

## Handling a Complaint

Upon receiving a Complaint East Waste will contact the complainant as soon as possible and within two (2) business days from the time of submission to:

1. Confirm receipt of the Complaint.
2. Resolve the Complaint if possible and/or

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3. Seek any additional information that may be required to investigate the Complaint and provide the likely timeframe required to investigate and resolve the Complaint.

In instances where a Complaint cannot be resolved at the point of confirming the receipt of the Complaint then the Complainant will be provided with regular updates about the progress of the Complaint.

Employees will be trained to manage complaints efficiently and effectively, and provided with a level of delegated authority appropriate for the nature of complaints they are expected to resolve.

## Remedies

East Waste will, where practicable, remedy the situation in a manner which is consistent and fair for both East Waste and the customer(s). The solution chosen will be proportionate and appropriate to the circumstances. Sometimes, however, it may only be possible to offer an apology.

## Complainant rights to external review

While East Waste prefers to work with its customers to resolve complaints quickly and effectively, a complainant will always retain the right to seek other forms of resolution, such as contacting their Member Council, Ombudsman, or taking/seeking legal advice.

Additional information regarding lodging a Complaint with the Ombudsman is available online at [www.ombudsman.sa.gov.au](http://www.ombudsman.sa.gov.au) or by calling (08) 8226 86 99 or 1800 182 150 (outside metro SA only).

Note: Generally, the Ombudsman prefers a complaint to be addressed by the Council/Subsidiary in the first instance, unless this is not appropriate in the circumstances.

## Unreasonable Complainant Conduct

All complaints received by East Waste will be treated seriously and complainants will be treated courteously. However, occasionally the conduct of a complainant can make it challenging to resolve and/or investigate a complaint. This may take the form of unreasonable persistence, unreasonable demands, lack of cooperation or argumentative or threatening behaviour. What can be termed 'unreasonable' will vary depending on a number of factors and East Waste aims to manage these situations in a fair and equitable manner.

Where a complainant's behaviour is deemed unreasonable and/or consumes an unwarranted amount of East Waste's resources or impedes the investigation of their complaint, a decision may be made to apply restrictions on contact with the person. Before making any decision to restrict contact, the complainant will be warned that, if the specified behaviour(s) or actions continue, restrictions may be applied.

Any decision to suspend action on a complaint will be made by the General Manager and communicated in writing (where possible) to the complainant in addition to advising the East Waste Chairperson and the CEO of the applicable member Council, if relevant.

## Special Provisions

There are specific procedures which apply to particular types of complaints. If the complaint would be more appropriately dealt with by another process, this will be explained to the complainant at the outset.

For example:

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## COMPLAINT HANDLING POLICY

- Complaints against a Board Member, Audit and Risk Management Committee Member, the General Manager or employees under the applicable Behavioural Standards Policy.
- Freedom of Information applications
- Claims for financial compensation e.g., insurance claims
- Persons claiming protection under the *Public Interest Disclosure Act 2018*

| <b>Document History:</b> | <b>Version No:</b> | <b>Issue Date:</b> | <b>Description of Change:</b>   |
|--------------------------|--------------------|--------------------|---|
|                          | 1.0                | June 2023          | New document, replacing the previous Complaint Handling Policy and the Unreasonable Complainant Conduct Policy. |

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## 9.5: EDUCATION REPORT

**REPORT AUTHOR:** Manager Business Services

**ATTACHMENTS:** A: East Waste Annual Education Report – June 2023

### 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 2022/2023 financial year.

### Background

The East Waste Strategic Plan 2030, Objective 3 is: "Provide leading and innovative behaviour change and education" which includes several 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, expressly to drive improved waste disposal behaviours and assist East Waste in meeting the 20230 Strategic Plan Key Performance Indicators.

The attached Education Report (refer *Attachment A*) provides an overview of the key programs and activities that have been delivered. Additionally, statistics about the market reach and levels of engagement have been included.

Some of the key highlights are:

- More than 100,000 users accessed East Waste's website this year.
- More than 100,000 people reached through our East Waste Social media accounts.
- Approximately 15,000 listeners tuned to listen to Which Bin? Wednesdays Segment on Coast FM
- Reusable cups were trialled at a community event (Moonlight Markets) resulting in a reduction of approximately 4,000 disposable cups ending up in landfill.

### RECOMMENDATION

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



## Why waste it? and Which Bin? Education Delivery Report - June 2023



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

Education messages continue to be aligned with key behaviour change priorities in diverting food waste e.g., 'Food scraps? Which Bin? Feed 'em to the Green Bin.' Bright colours, clear graphics, simple and clear 'call to action' e.g., '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 has also proven to help overcome language barriers.

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 social media and TV advertising through Green Industries SA's 'Which Bin? ask Vin' advertising campaign.

International and national initiatives and events such as *International Compost Awareness Week*, *Stop Food Waste Day*, *National Recycling Week* and *Plastic Free July* are utilised as an effective platform for delivering information sessions, education stalls and online promotions. The international and national presence of these campaigns reinforces social-normative behaviours by helping to create a sense of being part of a large community working towards a common good in reducing waste and recycling more.

This year East Waste supported 29 community events through the delivery of education stalls and assistance with waste management. The Why waste it? Which Bin? education stalls provide a valuable and positive interaction with residents, reaching over 7,000 residents through face-to-face discussions, answering Which Bin? and recycling questions, playing the popular mini-bin game with 1,120 games played. Giveaways included mini-bins and keyrings made from recycled plastic lids as prizes as well as 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. This year we also trialled the use of reusable cups, through *ECup Reusable Cups & Systems*. This prevented over 4,000 disposable cups being used over 3 Moonlight Market events.

New educational signage has been developed and implemented as part of a collaborative trial investigating waste collection services and education in MUDs with City of West Torrens and City of Charles Sturt. This has been in response to contamination issues that are common in shared bin arrangements. Signage has been developed for bin chute areas as well as bin storage areas in both new and retrofitted apartment buildings. The '[Waste Management and Services Guide for Multi-Unit Dwellings](#)' has also been referred to, to assist in the delivery of services and education for MUDS.

School and community education and resources have been delivered through KESAB environmental solutions with 2237 students and adults participating in KESAB education sessions. These sessions were mostly delivered in schools or at KESAB's Education Centre. This included Bin Material Assessments, Which Bin sorting activities, Recycle Relays, Papermaking and Beeswax Wrap Workshops. Mini-bin games were also provided to schools.

*Beyond the Kerb* Community bus tours were once again popular with residents providing a very insightful education experience into how resources are processed and recycled. These were delivered by KESAB with a total 148 residents attending 8 tours.

The report for the Household Bin Audit conducted in March/April 2022, was provided in February this year. The report provided comparative data on contamination, food waste and household disposal habits. An education focused report was developed for each Council detailing key areas of success as well as opportunities for improvement. To summarise the results and key findings from each waste stream, an infographic was also provided reflecting each Council's results to serve as an effective communication and conversation piece within Councils and the community.

Since April this year, East Waste begun supporting Adelaide Hills Council, City of Prospect and Campbelltown City Council in embarking on undertaking separate trials for weekly food and garden organics (FOGO) collections, set to commence in September and October. A significant and crucial aspect, underpinning the success of the trials is delivering comprehensive and effective community education and promotions. East Waste's Leader of Education and Promotions is working closely with these Councils to develop a communications plan for each Council, in alignment with the [SA Better Practice Guide: Sustainable Kerbside Services](#), launched in May. This will become a key focus during the next few months. East Waste welcome the trials as it will undoubtedly help to shift behaviour by removing the barriers imposed by fortnightly FOGO collections as well as implement a new FOGO service in rural areas of Adelaide Hills.

*“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 101,000 users</b> this year.  |
| <b>My Local Services app - weekly tips 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 1 June 2023: <b>27,162</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>2,709</b> followers. <b>Total reach = 102,085</b> for the year with <b>237 posts</b> . This figure does not include the additional reach within our 8 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 firsthand and collect printed resources including bin stickers and factsheets. The mini-bin game provides an attractive fun element and effective learning tool for children and adults. Mini-bins and recycled plastic keyrings 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>29 events</b> this year = <b>7,250</b> approx.</p> <p>Community events were very well attended this year, returning to pre-covid numbers.</p> <p>As a result, the education stalls had a very high number of visitors with a record <b>1,120 mini-bin games played</b>.</p> <p>Bin monitoring has been key to achieving an <b>80% diversion rate</b> with minimal contamination at Campbelltown City Council's Moonlight Market.</p> |

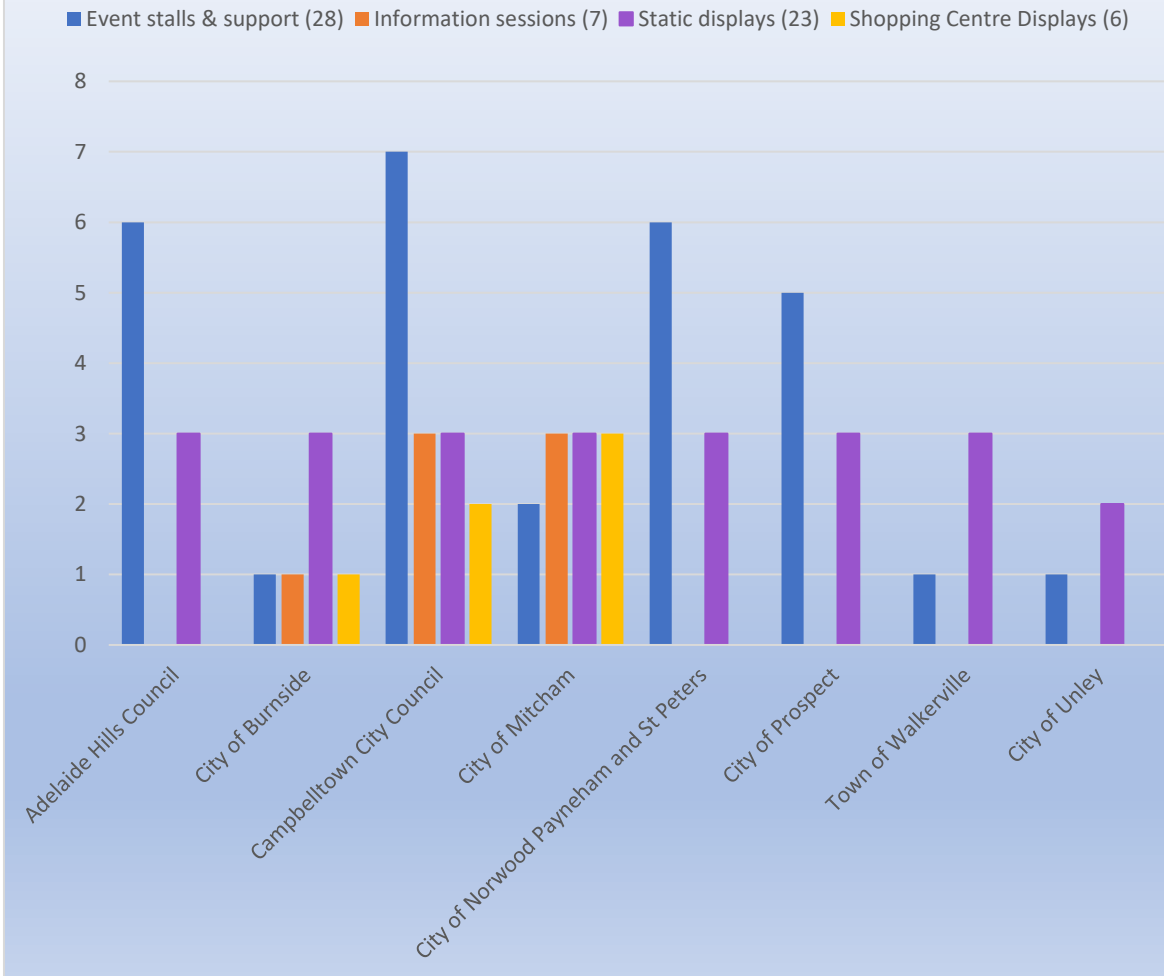
|  |   |  |
|--|---|--|
| <p><b>Event bin signage, food vendor education and signs</b></p>         | <p>The '<a href="#">Event Education and Waste Management Tool Kit</a>' has been provided to all councils to assist with maximising resource recovery and minimising contamination and waste at events. The 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>Reusable/refillable E-cups were introduced at this year's Moonlight Markets events allowing vendors to supply reusable, refillable cups as a preferred alternative to disposable cups.</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>Using reusable cups at Moonlight Markets resulted in <b>over 4000 disposable cups avoided</b>.</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>3 presentations</b> delivered = <b>90 residents</b></p>  |

|  |  |  |
|--|--|--|
| <b>Talks/presentations linked to National/International events and campaigns</b> | Plastic Free July and International Compost Awareness Week.  | <b>4 presentations</b> delivered = <b>110 residents</b>  |
| <b>Static information displays</b>   | 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.   | <b>23 displays</b> delivered = <b>3,500 residents approx.</b>  |
| <b>Shopping Centre Displays</b>  | 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.   | <b>6 education stalls</b> delivered = <b>900 people approx.</b>  |
| <b>Printed resources, bin stickers and signs</b>                                 | <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 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> |
| <b>Rates notice flyers</b>   | All Councils were encouraged to include a 'Don't waste your rates' flyer with a focus on the dollar savings that could be gained by Council if residents use a kitchen caddy and correctly dispose of food and compostable items in the green bin. NPSP initially sent out a flyer in collaboration with East Waste. Several other Councils have now done the same.  | NPSP placed the flyer in the fourth quarter rates notices and resulted in over 600 kitchen caddies ordered in just one month.  |

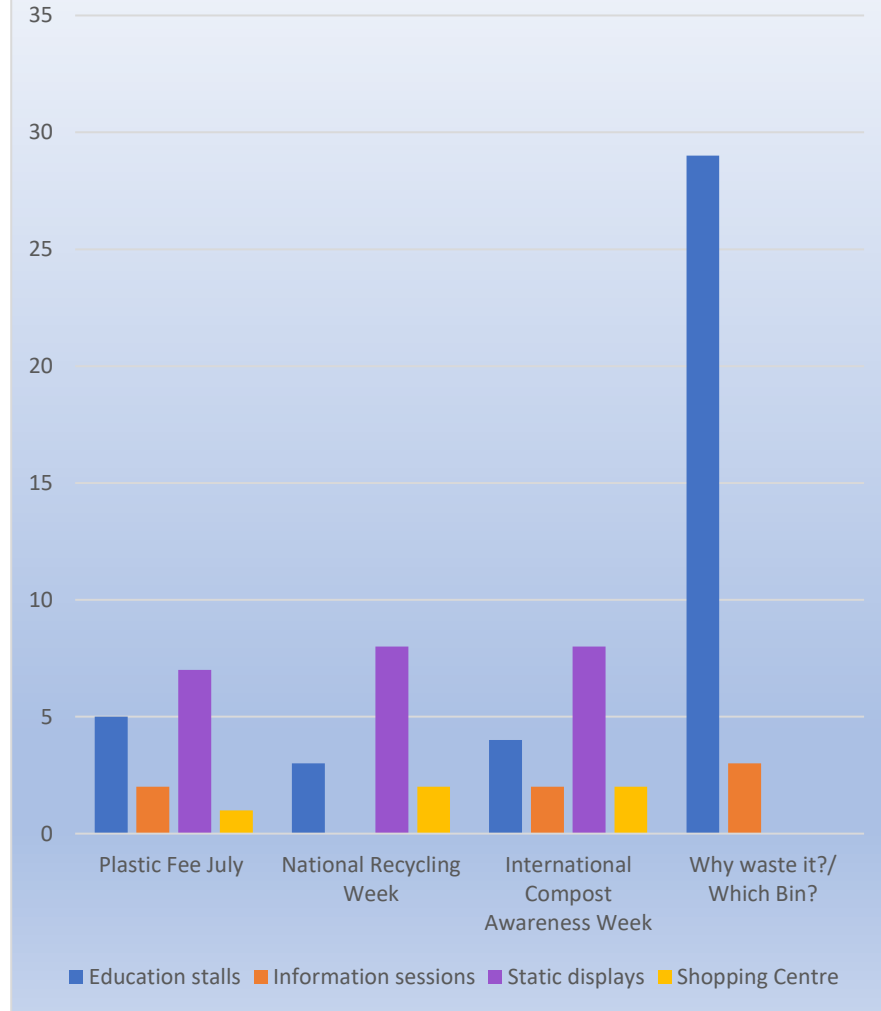


# Delivery of Community Education

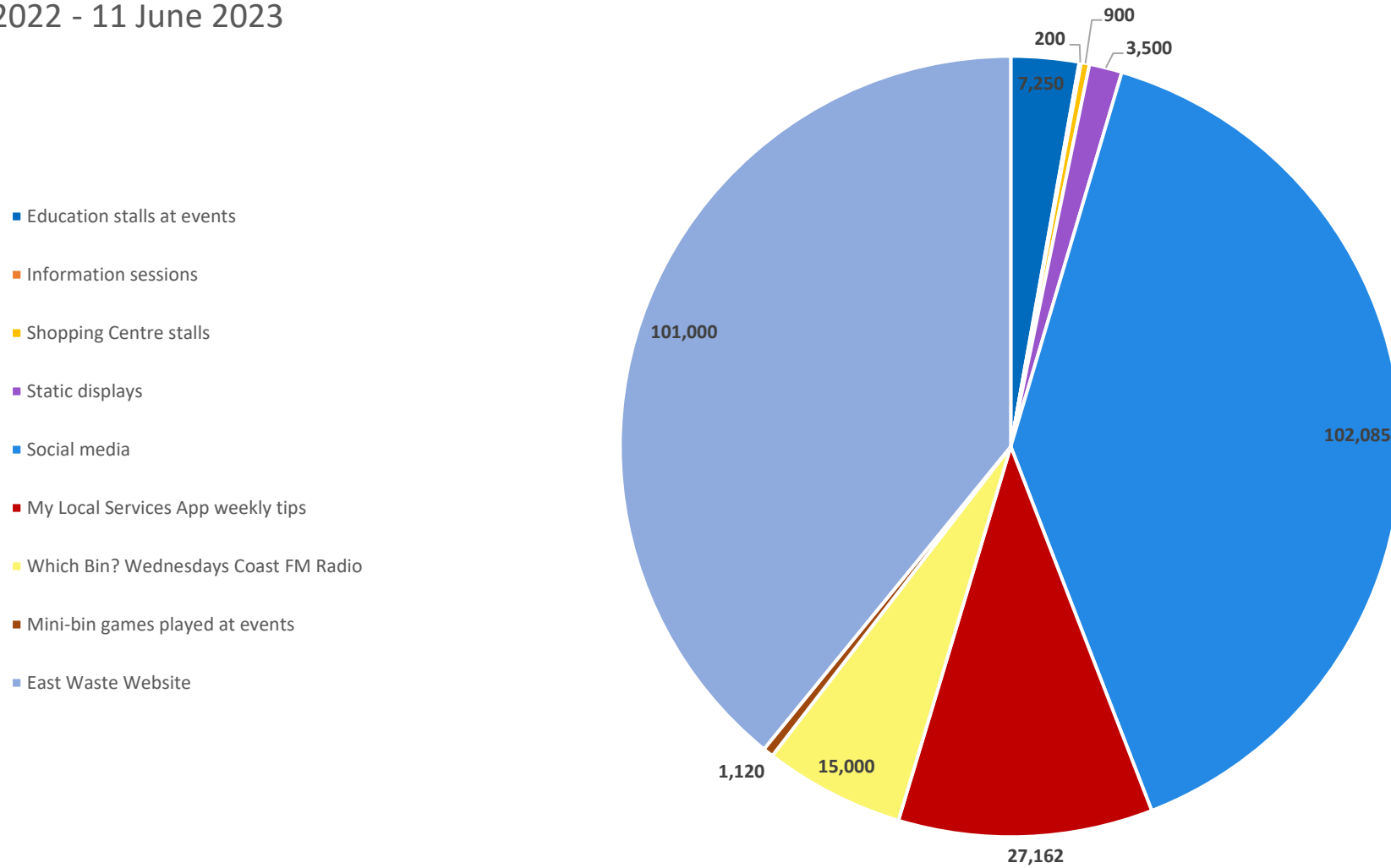
## Education stalls, information sessions and static displays 1 July 2022-11 June 2023



## Education focus topics 1 July 2022 - 11 Jun 2023

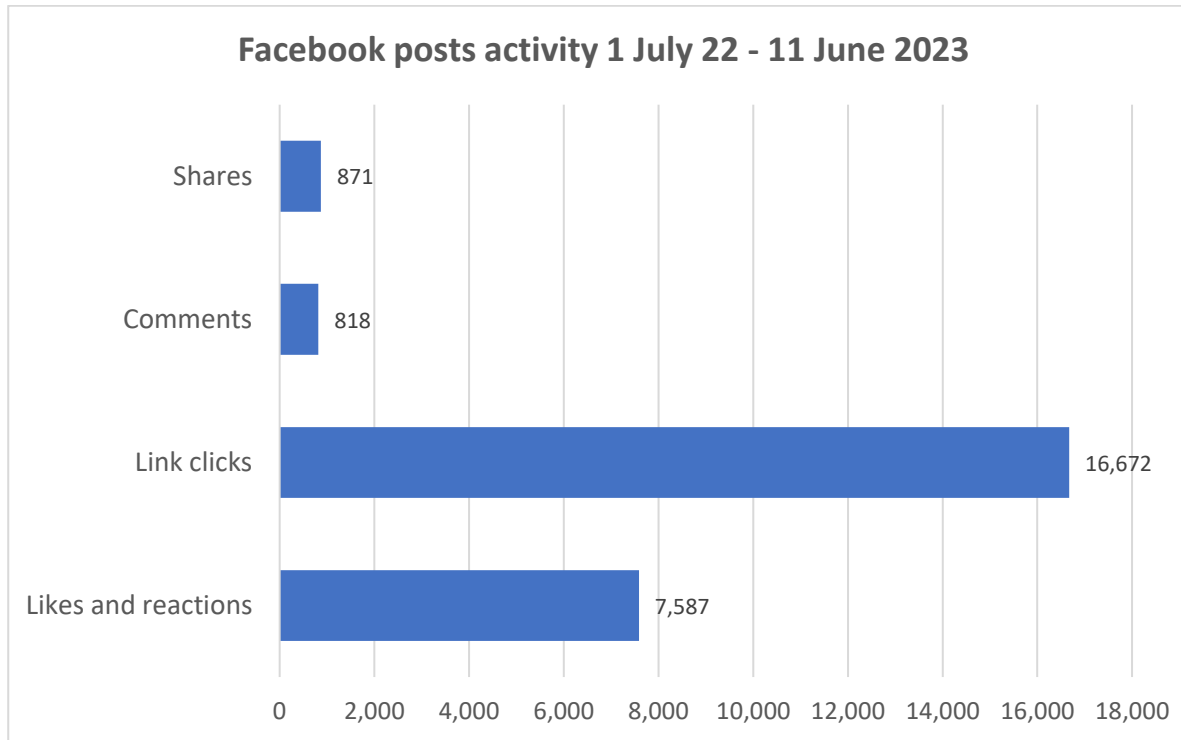


## Education delivery reach 1 July 2022 - 11 June 2023



# East Waste SA Facebook Page

**237**  
Published Posts  
↑ 26.7%



## Most popular posts



🗑️ Don't rubbish your recycling! 🗑️ 🗑️ 🗑️ Contamination is costly! Having to pay to handle and dispose of contaminated recyclables costs us and our community a lot of money! 🗑️ 🗑️ The top 5 contaminants found in recycling bins - please keep these out! 🗑️ General waste (loose and in bags) 🗑️ 🗑️ Textiles (clothing, footwear, leather, rubber etc.) 🗑️ Broken glass/glass fines 🗑️ Plastic packaged food (food in containers, bags etc.) 🗑️ Soft plastic (plastic film, plastic bags and packaging) Click here for responsible options ➡️ [www.whichbin.sa.gov.au/tips/don-t-let-contamination-make-your-recyclables-go-to-waste](http://www.whichbin.sa.gov.au/tips/don-t-let-contamination-make-your-recyclables-go-to-waste)

August 10, 2022

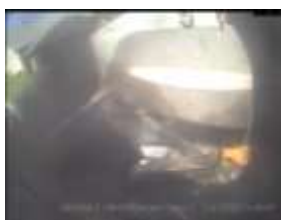
| Reach | Likes & reactions | Link Clicks |
|-------|-------------------|-------------|
| 9,173 | 62                | 337         |



Larger Christmas gifts often come in rigid expanded polystyrene packaging. Please remember that your yellow recycle bin is a **NO FOAM ZONE!** It can be recycled if it is clean i.e. no sticky labels, dirt etc. through the following drop off locations (charges may apply): 1. Electronics Recycling Australia, 301 Grand Junction Road Ottoway (drop off weekdays 8am-4pm only) 2. NAWMA's Resource Recovery Centre, gate 3 Bellchambers Road, Edinburgh North (drop off any day of the week) 3. Coolfoam, 25 Barfield Crescent, Edinburgh North (drop off weekdays 8am-3pm only) 4. Heathfield Resource Recovery Centre, 32 Scott Creek Road, Scott Creek (drop off 7 days per week 9am-4pm) 5. All Axis, 9 Maxwell Road Pooraka (drop off Monday - Friday 7am-5pm) If dropping it off for recycling isn't an option for you, place it inside of a plastic bag, break it up into smaller pieces, then tie the bag before placing it in your landfill bin (red or blue lid). Click here for more info <https://www.whichbin.sa.gov.au/tips/drop-off-polystyrene> #Christmas #recycling #WhichBin?

Dec 23, 2022

| Reach  | Likes & reactions | Link Clicks |
|--------|-------------------|-------------|
| 11,183 | 59                | 526         |



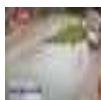
Video of fire in hopper

**Please DO NOT place your old batteries any kerbside bins!** This is what can happen when the wrong thing is placed in a kerbside bin. Whilst it is uncertain as to the exact cause of this fire, it is highly likely that it was caused by a battery being placed in the bin. After noticing smoke, the driver contacted SA Metropolitan Fire Service who extinguished the dumped load in Dulwich today. E-waste and batteries are increasingly causing fires in collection trucks. When lithium batteries are disposed of in kerbside bins, they are compacted in the back of a truck, causing them to perforate and ignite. We urge residents to **keep all batteries out of kerbside bins and take them to a designated drop off location for recycling.** Residents can take small quantities of household batteries to the following locations as listed here

[www.whichbin.sa.gov.au/tips/drop-off-batteries](http://www.whichbin.sa.gov.au/tips/drop-off-batteries).

Jan 10, 2023

|        |    |    |
|--------|----|----|
| 20,672 | 51 | 27 |
|--------|----|----|



With all the wheelie stormy windy weather about, here are some bin tips to help weather the storm; **1** If you have experienced power outages and as a result have spoiled food, please remember to **remove the packaging and place spoiled food into your green bin for composting.** #Whywasteit? When you can #compost it! **2** Please don't overfill your bins. Lids should be closed to minimise items blowing out. Bin weights should not exceed 60kgs as they will become too heavy to lift. **3** If your bin is only partly full, please consider not placing your bin out until your next bin collection. Light weight bins are more likely to blow over in the wind causing litter and safety issues. #adelaidestorm #wastemanagement #storms #windyweather #poweroutages #foodwaste \*video footage is from similar storms last year in Aldinga Beach, broadcast Channel 7I 7 news.

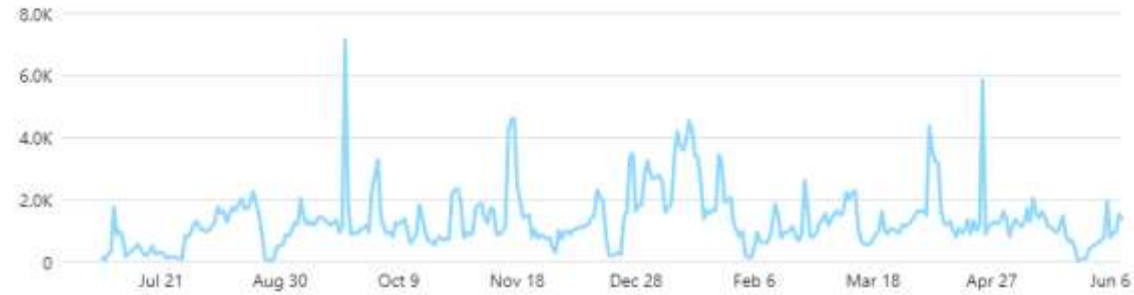
Nov 13, 2022

|        |    |
|--------|----|
| 11,412 | 39 |
|--------|----|

## Results

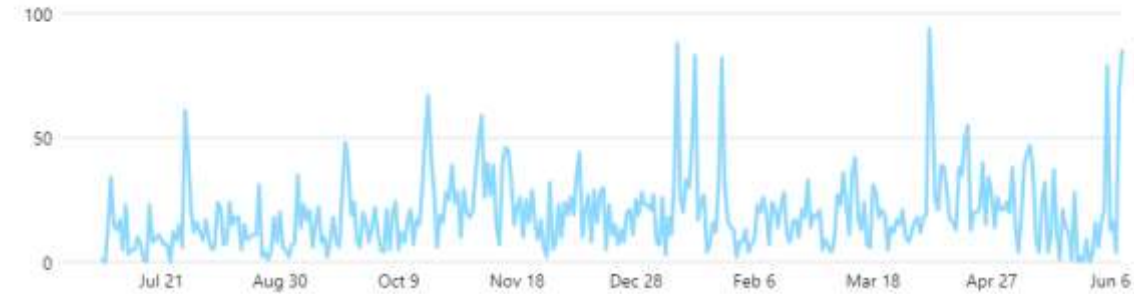
Facebook reach ⓘ

102,085 ↓ 20.1%



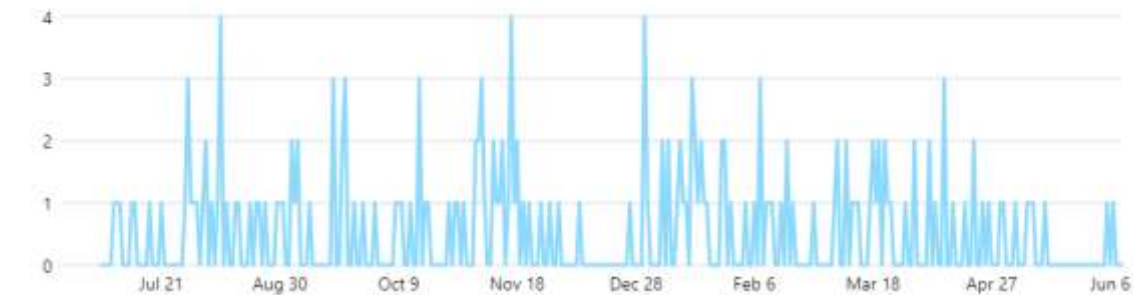
Facebook Page visits ⓘ

6,770 ↑ 192.1%



Facebook Page new likes ⓘ

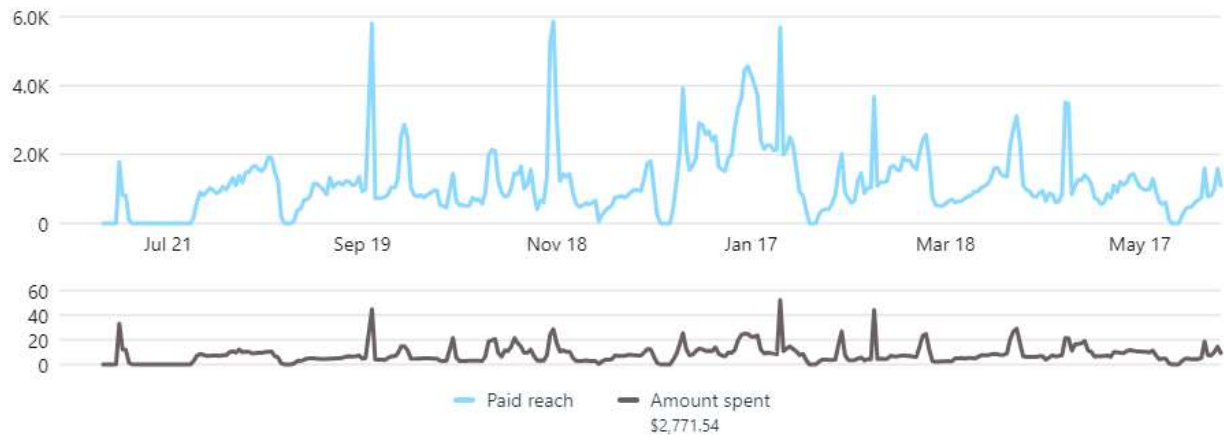
176 ↓ 39.3%



**Ad trends**

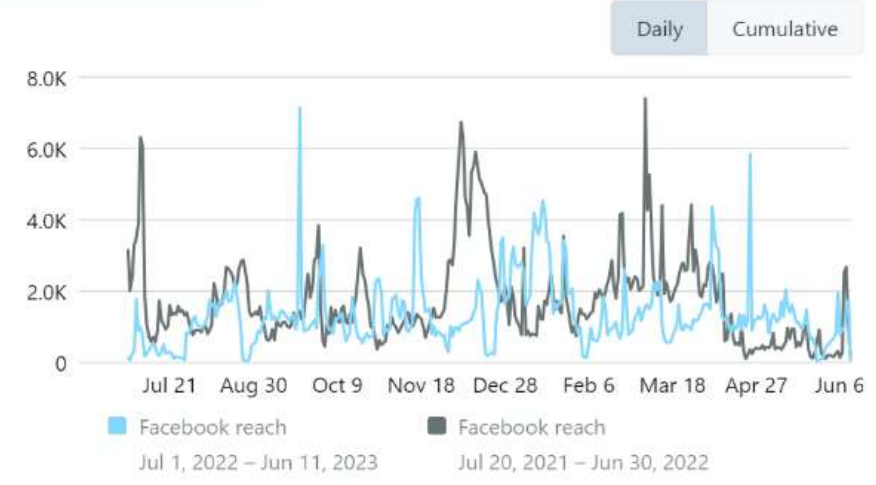
Paid reach ⓘ  
**88,163** ↑ 3.3%

Paid impressions ⓘ  
**449,369** ↓ 18.4%



Facebook reach ⓘ  
**102,125** ↓ 20.2%

Paid reach ⓘ  
**88,163** ↑ 3.3%



# Facebook Demographics

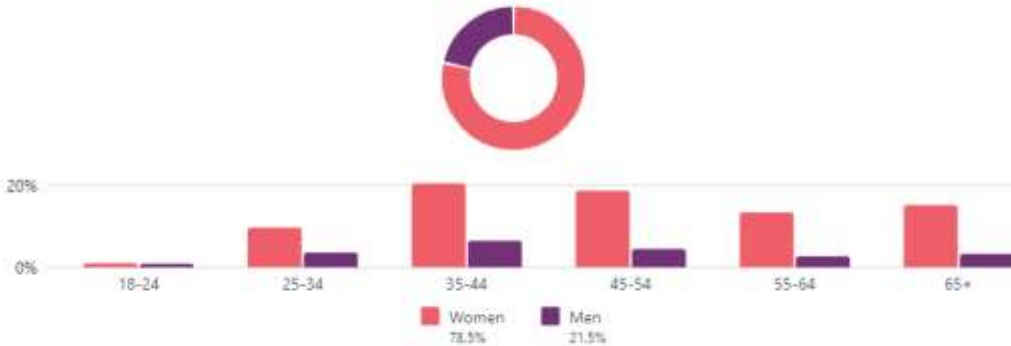
## Audience

Current audience Potential audience

Facebook Page followers ⓘ

2,709

Age & gender ⓘ

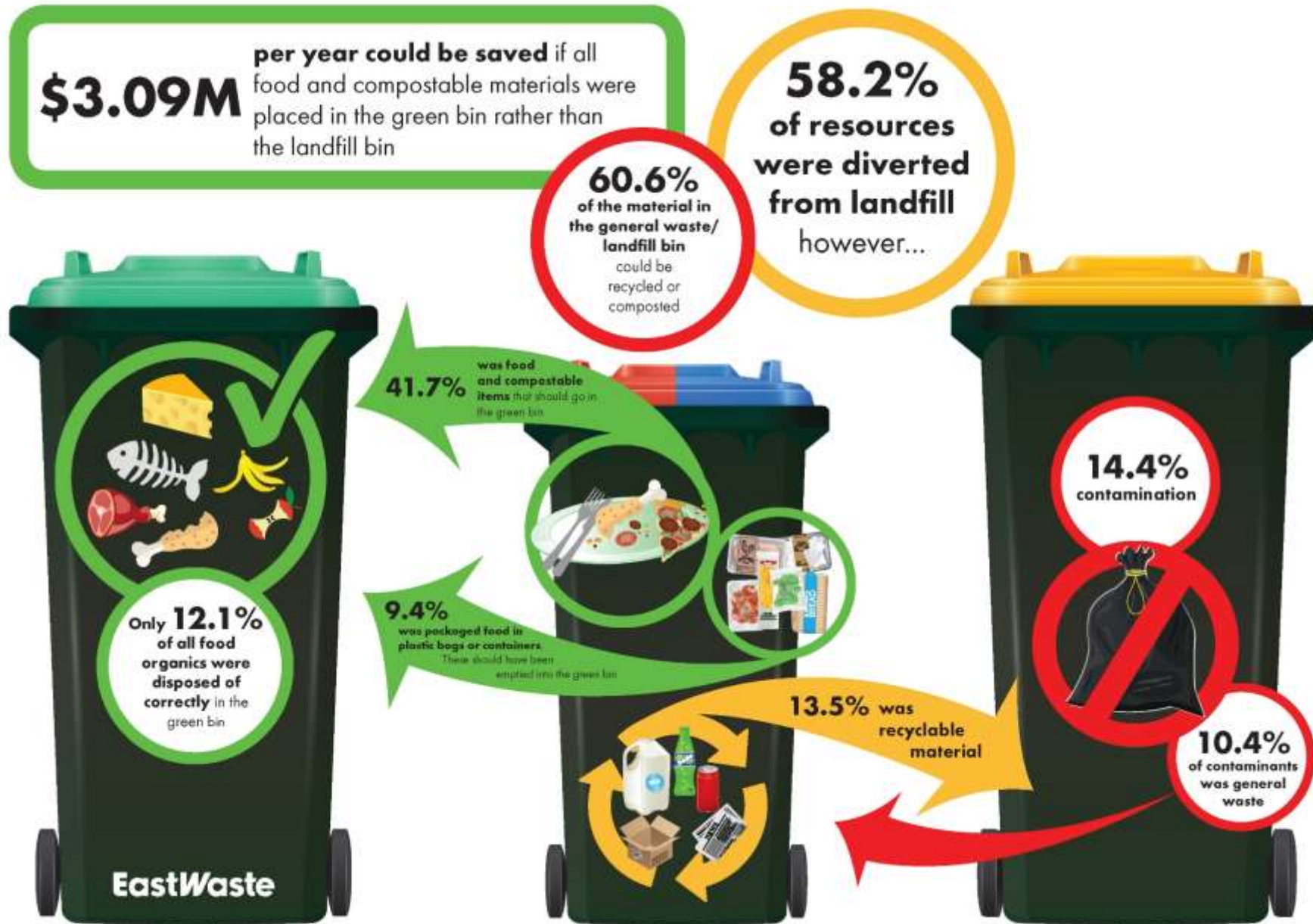


## Top cities





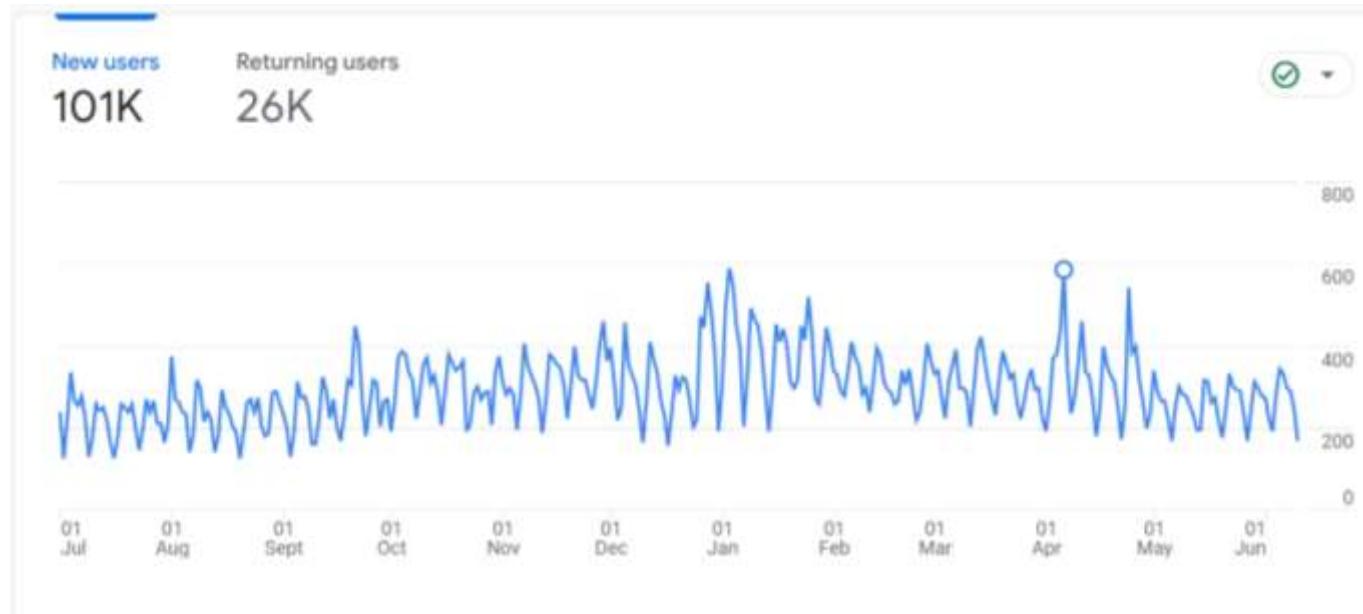
# Household Bin Audit Report Infographic



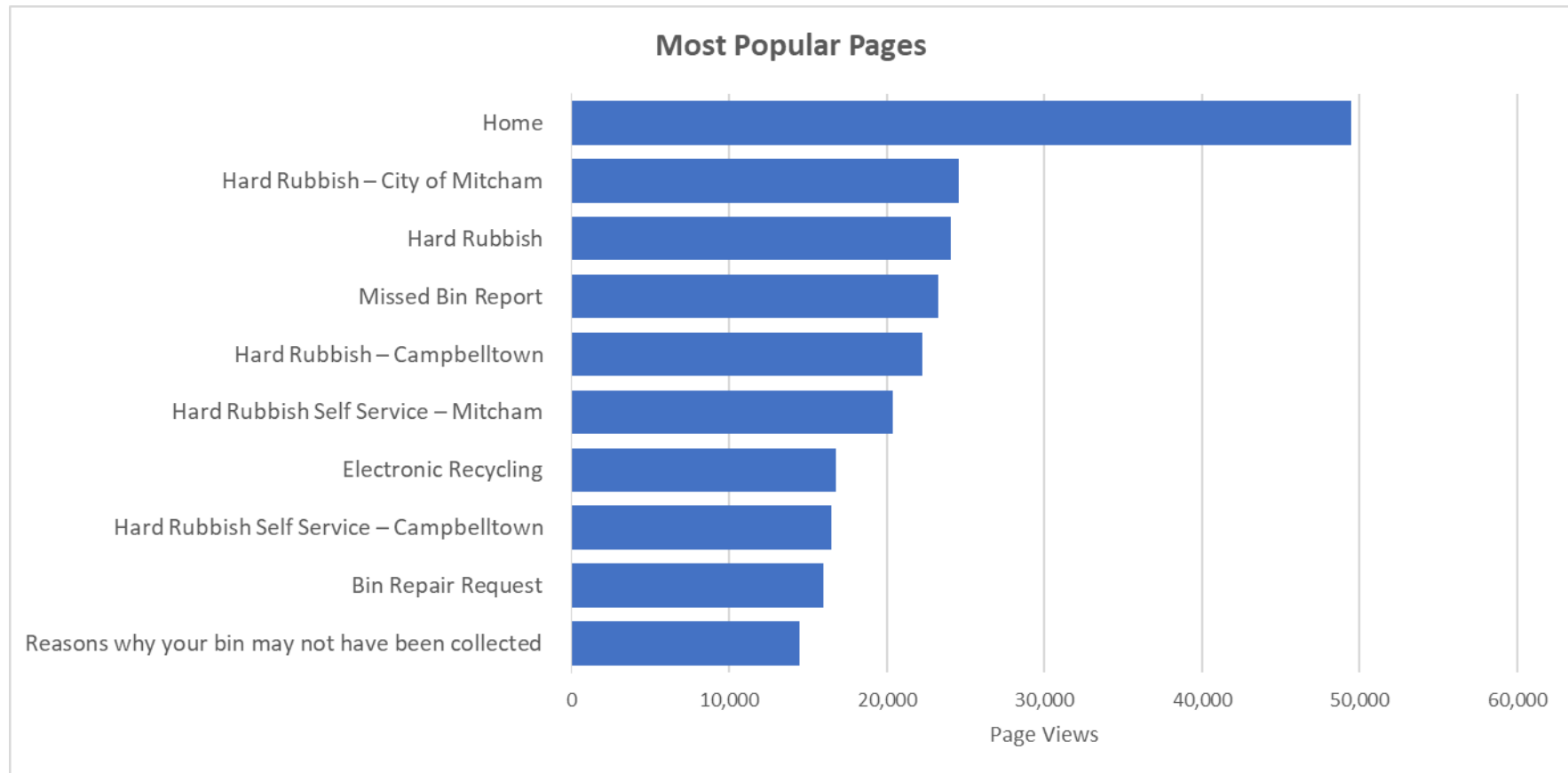


## East Website Analytics

East Waste website users 1 July 2022 – 11 June 2023



## East Website Analytics

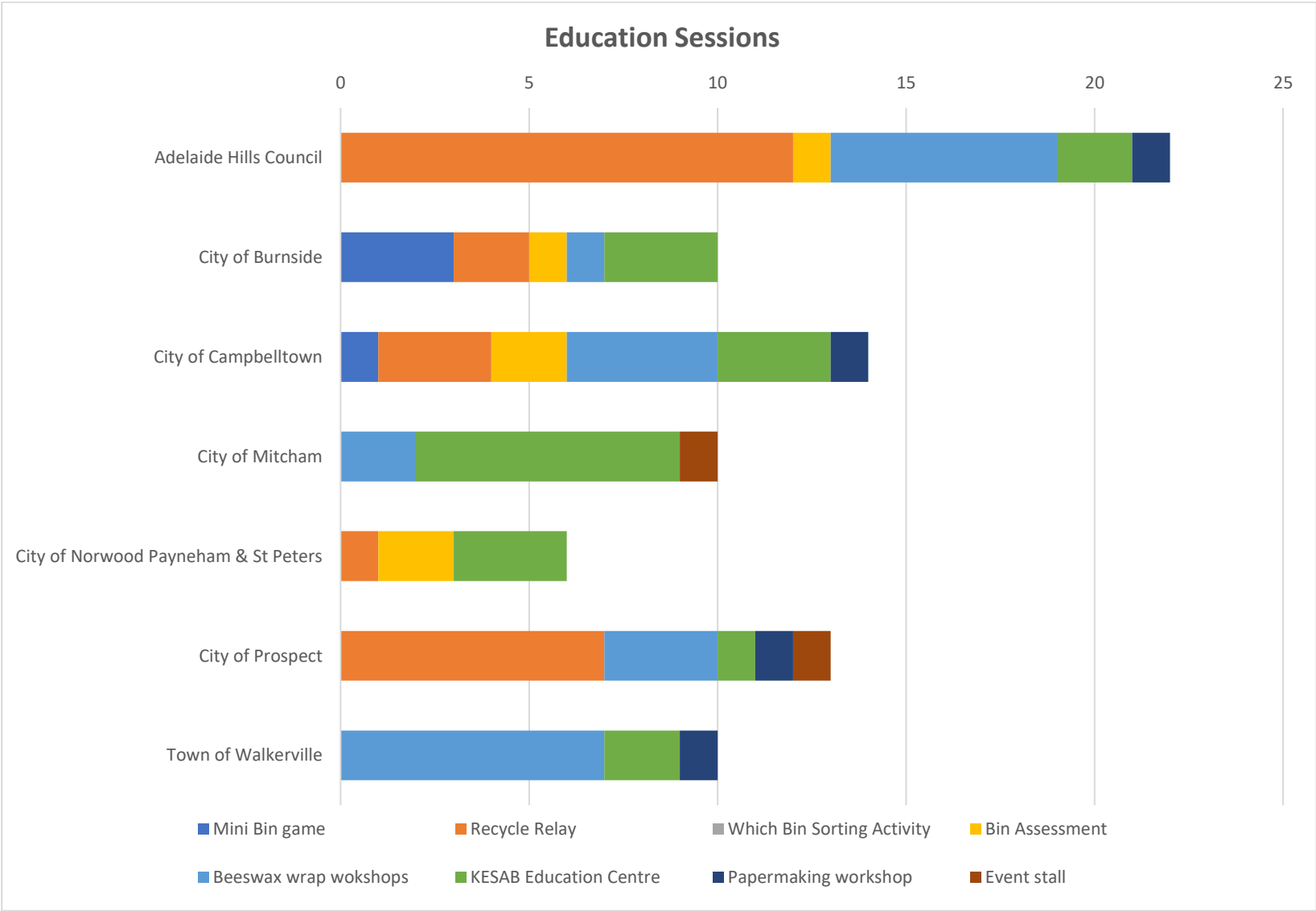


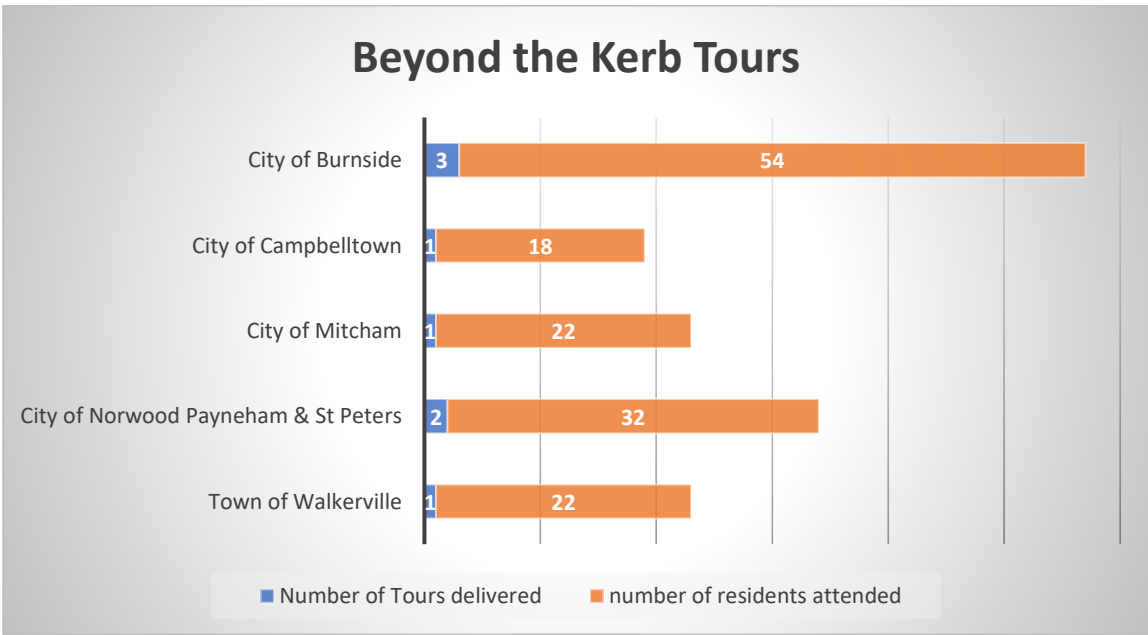
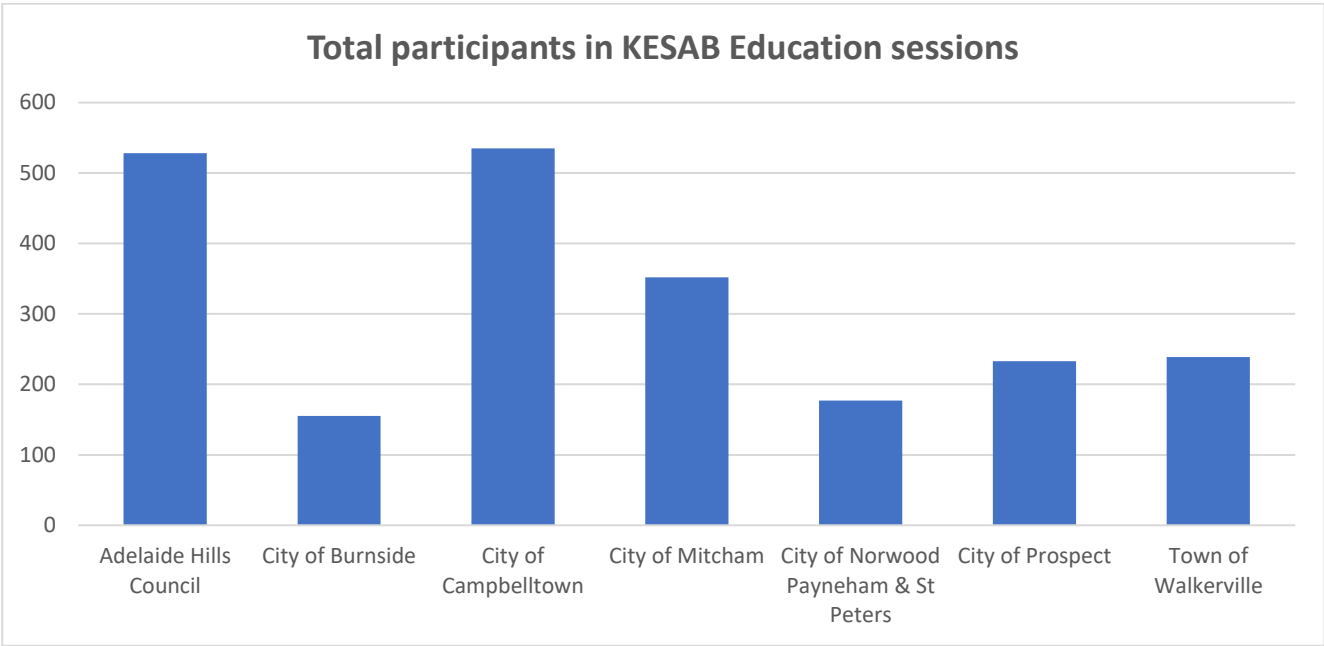
### Top 25 Pages

| Page title and screen class                                      | Views                    | Users                    | Views per user | Average |
|--|--------------------------|--------------------------|----------------|---------|
|  | 532,487<br>100% of total | 100,664<br>100% of total | 5.29<br>Avg 0% |         |
| 1 Home - East Waste  | 49,472                   | 17,556                   | 2.82           |         |
| 2 Hard Rubbish – City of Mitcham - East Waste                    | 24,612                   | 8,415                    | 2.92           |         |
| 3 Hard Rubbish - East Waste                                      | 24,083                   | 8,335                    | 2.89           |         |
| 4 Missed Bin Report - East Waste                                 | 23,286                   | 8,037                    | 2.90           |         |
| 5 Hard Rubbish – Campbelltown - East Waste                       | 22,261                   | 7,470                    | 2.98           |         |
| 6 Hard Rubbish Self Service – Mitcham - East Waste               | 20,373                   | 6,462                    | 3.15           |         |
| 7 Electronic Recycling - East Waste                              | 16,767                   | 6,441                    | 2.60           |         |
| 8 Hard Rubbish Self Service – Campbelltown - East Waste          | 16,473                   | 5,064                    | 3.25           |         |
| 9 Bin Repair Request - East Waste                                | 15,983                   | 5,556                    | 2.88           |         |
| 10 Reasons why your bin may not have been collected - East Waste | 14,494                   | 6,430                    | 2.25           |         |
| 11 Hard Rubbish Self Service – NPSP - East Waste                 | 14,306                   | 4,300                    | 3.33           |         |
| 12 Hard Rubbish Self Service – Burnside - East Waste             | 14,078                   | 4,396                    | 3.20           |         |
| 13 E-waste Drop Off Locations - East Waste                       | 12,598                   | 5,226                    | 2.41           |         |
| 14 Hard Rubbish Self Service – Unley - East Waste                | 12,159                   | 3,805                    | 3.20           |         |
| 15 Hard Rubbish – City of Burnside - East Waste                  | 12,123                   | 4,194                    | 2.89           |         |
| 16 Hard Rubbish Self Service – Prospect - East Waste             | 10,898                   | 3,032                    | 3.59           |         |
| 17 - East Waste  | 8,812                    | 3,289                    | 2.68           |         |
| 18 City of Burnside - East Waste                                 | 8,129                    | 2,942                    | 2.76           |         |
| 19 Hard Rubbish – NPSP - East Waste                              | 7,739                    | 2,717                    | 2.85           |         |
| 20 Green: Food and Garden Organics (FOGO) Bin - East Waste       | 7,465                    | 2,805                    | 2.66           |         |
| 21 Hard Rubbish – Adelaide Hills Council - East Waste            | 7,448                    | 2,486                    | 3.00           |         |
| 22 Tricky Waste Items - East Waste                               | 7,381                    | 2,916                    | 2.53           |         |
| 23 Adelaide Hills Council - East Waste                           | 7,343                    | 2,544                    | 2.89           |         |
| 24 City of Norwood Payneham & St Peters - East Waste             | 7,196                    | 2,676                    | 2.69           |         |
| 25 Council Collection Calendars - East Waste                     | 6,986                    | 2,789                    | 2.50           |         |

NEW Hard Rubbish  
Self Service pages

KESAB environmental solutions – Education delivery summary





## 9.6: BOARD AND AUDIT & RISK MANAGEMENT COMMITTEE PERFORMANCE EVALUATION FRAMEWORK

**REPORT AUTHOR:** Coordinator Finance & Strategic Projects  
**ATTACHMENTS:** A: Draft Board Performance Evaluation Form  
B: Draft Audit & Risk Management Committee Evaluation Form

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### Purpose of the Report

To provide the Board with a draft framework for undertaking annual performance evaluations of the East Waste Board and Audit & Risk Management Committee.

### Background

Historically East Waste has not had a formal process in place to facilitate the review and ongoing development of the Audit and Risk Management Committee, Board and Members. Implementation of an official performance evaluation process will allow East Waste to seek feedback on the overall effectiveness of its Board and Audit & Risk Management Committee, provide meaningful feedback to individuals for their own growth and development and if required, feedback to Member Councils. This process is an important component of a robust governance framework, integral to ensuring continuous improvement, and creates a formal feedback loop to Directors, Committee Members and Constituent Councils.

### Report

East Waste has been fortunate over recent history to have a strong and robust Audit & Risk Committee and Board which has provide appropriate strategic, governance and financial oversight on behalf of Member Councils. There has however been no formal evaluation or review process to record and/or measure this. As a component of driving continuous improvement and performance across the Organisation, Administration is proposing an annual performance evaluation process, to be conducted in September/October each year, with formal reporting to the November Audit & Risk Management Committee and Board Meetings.

It is proposed, Each Board Member (excluding deputies) and Committee Member will receive a form (refer to Attachments A & B) to complete and return to East Waste. The 2-part evaluation process – Part A will assess the performance of the Board and Committee overall, and Part B refers to performance of individual members, including a self-assessment – is designed to quickly, but effectively seek feedback in a formalised, recordable process, rather than the anecdotal approach currently relied upon.

The Results of Part A of the assessment will form the basis of a public facing Performance Report that will be presented to the Audit & Risk Management Committee and Board. The results of Part B will be kept confidential, only to be reviewed by East Waste’s Chair, the Audit & Risk Management Committee Chair and Executive Leadership Team. It is intended that feedback will be shared with members relating to their individual performance via a *Performance Snapshot* document, distributed by East Waste’s Executive Assistant. This document will become a standardised report and will summarise the key trends in individual performance scoring by peers when compared with self-assessment scoring, primarily to be used as a self-development tool for Board and Committee members. For independent Members of the Audit & Risk Committee, it will strengthen the recommendations for reappointment considerations at the end of nominated terms. In some situations, where peer scoring is vastly different to an Individual’s self-assessment scoring, at the discretion of the Chair, findings from an individual’s performance report may be discussed with the individual privately to address areas for development or provide general feedback. In some instances, where an Individual scores consistently low through the peer review process, feedback may be shared with the Chief Executive Officer of the Member’s Council (where appointed by a Council) in order to assist the Member Council with adequate representation.

Administration wants to reassure Board & Committee Members that this process is not a means to target Individuals, nor is it a reflection of the current skillset across East Waste's Board and Audit & Risk Management Committee; simply a means to track performance and practice good governance. The scope of the evaluation, while in-depth, will provide invaluable insight and enable East Waste to continue to improve and refine systems and processes and determine the key skillsets required for high performance. Additionally, it is expected that the exercise will highlight training and development opportunities.

Having reviewed the framework at the 13 June 2023 meeting, the Audit & Risk Management Committee resolved:

**9.5 BOARD AND AUDIT & RISK MANAGEMENT COMMITTEE PERFORMANCE EVALUATION FRAMEWORK**

*Moved Mr Bell that the Committee recommends that the draft Board and Audit & Risk Management Committee Performance Evaluation Framework, and Evaluation forms as presented in Attachment A & B, are presented to the Board for endorsement.*  
*Seconded Ms Di Blasio* **Carried**

Feedback on the performance evaluation will be sought at the meeting.

**RECOMMENDATION**

**That the Board endorses the *Board and Audit & Risk Management Committee Performance Evaluation Framework*, and Evaluation forms as presented in Attachment A & B.**

## East Waste Board Performance Evaluation 2023

The Evaluation is separated into two sections - Part A evaluates overall Board effectiveness, and Part B is an Individual member evaluation including self-assessment.

For each question, mark 'X' for the response that represents your best judgment:

- (1) To a very small extent
- (2) To a small extent
- (3) To some extent
- (4) To a great extent
- (5) To a very great extent

Board Member: \_\_\_\_\_

### PART A – BOARD EVALUATION

|     | Question  | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1.  | The Board collectively has the required skills, commitment and knowledge of its Charter, the Strategic Plan and Local Government framework to enable it to discharge its duties effectively |   |   |   |   |   |
| 2.  | The Board is of an appropriate size   |   |   |   |   |   |
| 3.  | Board Members understand their legal and compliance obligations of the role   |   |   |   |   |   |
| 4.  | Board Members ensure the avoidance of any conflict of interest  |   |   |   |   |   |
| 5.  | There is clear delineation between the role of the Board and the role of Administration   |   |   |   |   |   |
| 6.  | The role of the Chair is clearly defined and understood   |   |   |   |   |   |
| 7.  | Board Members are appropriately inducted  |   |   |   |   |   |
| 8.  | Administrative support to the Board is adequate and effective   |   |   |   |   |   |
| 9.  | The Board is effective in its oversight and monitoring of East Waste’s performance against the East Waste Charter   |   |   |   |   |   |
| 10. | The Board understands and identifies the key relevant issues affecting East Waste   |   |   |   |   |   |
| 11. | The Board understands the key risks affecting East Waste and devotes sufficient time for discussion and oversight of risk   |   |   |   |   |   |
| 12. | The Board is satisfied that East Waste has, or is actively developing, a sound risk management framework and that risks are appropriately escalated through management and to the Board     |   |   |   |   |   |
| 13. | The Board periodically reviews its risk appetite and risk policy which are used to evaluate key decisions   |   |   |   |   |   |
| 14. | The Board gives due consideration to ensuring probity in its procurement processes and regularly reviews its Procurement Policy   |   |   |   |   |   |
| 15. | The financial reports received by the Board contain adequate information for financial oversight and to enable informed decisions to be made  |   |   |   |   |   |
| 16. | The Board regularly reviews the General Manager’s performance against determined key performance indicators, aligned to the implementation of East Waste’s Strategic Plan                   |   |   |   |   |   |



|      | Question  | 1 | 2 | 3 | 4 | 5 |
|------|---|---|---|---|---|---|
| 17.  | The Board has a good understanding of who the key stakeholders of East Waste are  |   |   |   |   |   |
| 18.  | There is full and accurate reporting on the operations of East Waste to Member Councils   |   |   |   |   |   |
| 19.  | The Board has developed a good relationship with stakeholders   |   |   |   |   |   |
| 20.  | Board meetings are effective in achieving the correct balance between oversight of East Waste's performance and strategy  |   |   |   |   |   |
| 21.  | The Board meeting agenda is well planned and enables adequate discussion of the important items   |   |   |   |   |   |
| 22.  | The frequency of meetings and size of the agenda is appropriate for the organisation  |   |   |   |   |   |
| 23.  | Board reports are well written and can be easily understood   |   |   |   |   |   |
| 24.  | Board meeting papers are an effective and timely source of information for Board Members  |   |   |   |   |   |
| 25.. | The Board's process for decision making is effective  |   |   |   |   |   |
| 26.  | The Board uses confidential orders appropriately and conducts sessions without management present from time to time   |   |   |   |   |   |
| 27.  | The business of the Board is accurately captured in the Minutes   |   |   |   |   |   |
| 28.  | The Board receives timely and appropriate information for major decisions   |   |   |   |   |   |
| 29.  | The Board has adopted processes and structures (such as a Board calendar or work plan and Board sub committees) which assist the Board to be as effective as possible |   |   |   |   |   |
| 30.  | The Board has a useful process to following up actions from previous meetings   |   |   |   |   |   |
| 31.  | The number of Board committees and their composition is effective in assisting the Board properly discharge its duties  |   |   |   |   |   |
| 32.  | The Audit and Risk Management Committee adds significant value to East Waste  |   |   |   |   |   |
| 33.  | There is a healthy culture of respect and collegiality around the Board table   |   |   |   |   |   |
| 34.  | All Board Members are given opportunity to speak and be heard   |   |   |   |   |   |
| 35.  | Board culture supports an environment for proper discussion and disagreement whilst maintaining good relationships and appropriate engagement by Board members        |   |   |   |   |   |
| 36.  | The Chair effectively balances inclusivity and collegiality with leadership and accountability  |   |   |   |   |   |
| 37.  | The Board's culture promotes trust and candour for effective decision making  |   |   |   |   |   |
| 38.  | There is good engagement between the Board and the General Manager  |   |   |   |   |   |
| 39.  | The Chair is an effective leader for the Board  |   |   |   |   |   |
| 40.  | The Chair draws out contributions from all Board members  |   |   |   |   |   |
| 41.  | The Board overall is effective and adds value   |   |   |   |   |   |

## PART B – INDIVIDUAL & SELF EVALUATION

### Fraser Bell

| Question   | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| Understands and respects the distinction between the Board's role to set direction and provide oversight and the General Manager's role to lead the organisation on a day-to-day basis |   |   |   |   |   |
| Is collegiate and respectful towards other Board members   |   |   |   |   |   |
| Demonstrates good insight and judgement in Board decisions   |   |   |   |   |   |
| Engages well in open and thorough debate issues  |   |   |   |   |   |
| Is well prepared for Board meetings  |   |   |   |   |   |
| Has a good awareness and understanding of the Strategic Plan, the East Waste Charter and Local Government framework  |   |   |   |   |   |
| Demonstrates a good understanding of the East Waste business and waste sector more broadly   |   |   |   |   |   |
| Demonstrates sound application of their knowledge to contribute to Board discussion on issues  |   |   |   |   |   |
| Provides a strong overall contribution to the effectiveness of East Waste  |   |   |   |   |   |

### Claire Clutterham

| Question   | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| Understands and respects the distinction between the Board's role to set direction and provide oversight and the General Manager's role to lead the organisation on a day-to-day basis |   |   |   |   |   |
| Is collegiate and respectful towards other Board members   |   |   |   |   |   |
| Demonstrates good insight and judgement in Board decisions   |   |   |   |   |   |
| Engages well in open and thorough debate issues  |   |   |   |   |   |
| Is well prepared for Board meetings  |   |   |   |   |   |
| Has a good awareness and understanding of the Strategic Plan, the East Waste Charter and Local Government framework  |   |   |   |   |   |
| Demonstrates a good understanding of the East Waste business and waste sector more broadly   |   |   |   |   |   |
| Demonstrates sound application of their knowledge to contribute to Board discussion on issues  |   |   |   |   |   |
| Provides a strong overall contribution to the effectiveness of East Waste  |   |   |   |   |   |

### Paul Di Iulio

| Question   | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| Understands and respects the distinction between the Board's role to set direction and provide oversight and the General Manager's role to lead the organisation on a day-to-day basis |   |   |   |   |   |
| Is collegiate and respectful towards other Board members   |   |   |   |   |   |

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| Demonstrates good insight and judgement in Board decisions  |  |  |  |  |  |
| Engages well in open and thorough debate issues   |  |  |  |  |  |
| Is well prepared for Board meetings   |  |  |  |  |  |
| Has a good awareness and understanding of the Strategic Plan, the East Waste Charter and Local Government framework |  |  |  |  |  |
| Demonstrates a good understanding of the East Waste business and waste sector more broadly                          |  |  |  |  |  |
| Demonstrates sound application of their knowledge to contribute to Board discussion on issues                       |  |  |  |  |  |
| Provides a strong overall contribution to the effectiveness of East Waste   |  |  |  |  |  |

**Sam Dilena**

| Question   | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| Understands and respects the distinction between the Board's role to set direction and provide oversight and the General Manager's role to lead the organisation on a day-to-day basis |   |   |   |   |   |
| Is collegiate and respectful towards other Board members   |   |   |   |   |   |
| Demonstrates good insight and judgement in Board decisions   |   |   |   |   |   |
| Engages well in open and thorough debate issues  |   |   |   |   |   |
| Is well prepared for Board meetings  |   |   |   |   |   |
| Has a good awareness and understanding of the Strategic Plan, the East Waste Charter and Local Government framework  |   |   |   |   |   |
| Demonstrates a good understanding of the East Waste business and waste sector more broadly   |   |   |   |   |   |
| Demonstrates sound application of their knowledge to contribute to Board discussion on issues  |   |   |   |   |   |
| Provides a strong overall contribution to the effectiveness of East Waste  |   |   |   |   |   |

**Heather Holmes-Ross**

| Question   | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| Understands and respects the distinction between the Board's role to set direction and provide oversight and the General Manager's role to lead the organisation on a day-to-day basis |   |   |   |   |   |
| Is collegiate and respectful towards other Board members   |   |   |   |   |   |
| Demonstrates good insight and judgement in Board decisions   |   |   |   |   |   |
| Engages well in open and thorough debate issues  |   |   |   |   |   |
| Is well prepared for Board meetings  |   |   |   |   |   |
| Has a good awareness and understanding of the Strategic Plan, the East Waste Charter and Local Government framework  |   |   |   |   |   |
| Demonstrates a good understanding of the East Waste business and waste sector more broadly   |   |   |   |   |   |
| Demonstrates sound application of their knowledge to contribute to Board discussion on issues  |   |   |   |   |   |
| Provides a strong overall contribution to the effectiveness of East Waste  |   |   |   |   |   |

### Lucy Huxter

| Question   | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| Understands and respects the distinction between the Board's role to set direction and provide oversight and the General Manager's role to lead the organisation on a day-to-day basis |   |   |   |   |   |
| Is collegiate and respectful towards other Board members   |   |   |   |   |   |
| Demonstrates good insight and judgement in Board decisions   |   |   |   |   |   |
| Engages well in open and thorough debate issues  |   |   |   |   |   |
| Is well prepared for Board meetings  |   |   |   |   |   |
| Has a good awareness and understanding of the Strategic Plan, the East Waste Charter and Local Government framework  |   |   |   |   |   |
| Demonstrates a good understanding of the East Waste business and waste sector more broadly   |   |   |   |   |   |
| Demonstrates sound application of their knowledge to contribute to Board discussion on issues  |   |   |   |   |   |
| Provides a strong overall contribution to the effectiveness of East Waste  |   |   |   |   |   |

### Ted Jennings

| Question   | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| Understands and respects the distinction between the Board's role to set direction and provide oversight and the General Manager's role to lead the organisation on a day-to-day basis |   |   |   |   |   |
| Is collegiate and respectful towards other Board members   |   |   |   |   |   |
| Demonstrates good insight and judgement in Board decisions   |   |   |   |   |   |
| Engages well in open and thorough debate issues  |   |   |   |   |   |
| Is well prepared for Board meetings  |   |   |   |   |   |
| Has a good awareness and understanding of the Strategic Plan, the East Waste Charter and Local Government framework  |   |   |   |   |   |
| Demonstrates a good understanding of the East Waste business and waste sector more broadly   |   |   |   |   |   |
| Demonstrates sound application of their knowledge to contribute to Board discussion on issues  |   |   |   |   |   |
| Provides a strong overall contribution to the effectiveness of East Waste  |   |   |   |   |   |

### Melissa Jones

| Question   | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| Understands and respects the distinction between the Board's role to set direction and provide oversight and the General Manager's role to lead the organisation on a day-to-day basis |   |   |   |   |   |
| Is collegiate and respectful towards other Board members   |   |   |   |   |   |
| Demonstrates good insight and judgement in Board decisions   |   |   |   |   |   |
| Engages well in open and thorough debate issues  |   |   |   |   |   |

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| Is well prepared for Board meetings   |  |  |  |  |  |
| Has a good awareness and understanding of the Strategic Plan, the East Waste Charter and Local Government framework |  |  |  |  |  |
| Demonstrates a good understanding of the East Waste business and waste sector more broadly                          |  |  |  |  |  |
| Demonstrates sound application of their knowledge to contribute to Board discussion on issues                       |  |  |  |  |  |
| Provides a strong overall contribution to the effectiveness of East Waste   |  |  |  |  |  |

**Claude Malak**

| Question   | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| Understands and respects the distinction between the Board's role to set direction and provide oversight and the General Manager's role to lead the organisation on a day-to-day basis |   |   |   |   |   |
| Is collegiate and respectful towards other Board members   |   |   |   |   |   |
| Demonstrates good insight and judgement in Board decisions   |   |   |   |   |   |
| Engages well in open and thorough debate issues  |   |   |   |   |   |
| Is well prepared for Board meetings  |   |   |   |   |   |
| Has a good awareness and understanding of the Strategic Plan, the East Waste Charter and Local Government framework  |   |   |   |   |   |
| Demonstrates a good understanding of the East Waste business and waste sector more broadly   |   |   |   |   |   |
| Demonstrates sound application of their knowledge to contribute to Board discussion on issues  |   |   |   |   |   |
| Provides a strong overall contribution to the effectiveness of East Waste  |   |   |   |   |   |

**Enter any additional commentary or feedback below**

## East Waste Audit & Risk Committee Performance Evaluation 2023

The Evaluation is separated into two sections - Part A evaluates overall Committee effectiveness, and Part B is an Individual member evaluation including self-assessment.

For each question, mark 'X' for the response that represents your best judgment:

- (1) To a very small extent
- (2) To a small extent
- (3) To some extent
- (4) To a great extent
- (5) To a very great extent

Committee Member: \_\_\_\_\_

### PART A – COMMITTEE EVALUATION

|     | Question   | 1 | 2 | 3 | 4 | 5 |
|-----|--|---|---|---|---|---|
| 1.  | The Committee collectively has the required skills, commitment, and knowledge to manage its workload and obligations                               |   |   |   |   |   |
| 2.  | The Committee is of an appropriate size and structure  |   |   |   |   |   |
| 3.  | The balance of independent vs non-independent members is appropriate   |   |   |   |   |   |
| 4.  | The Committee’s Terms of Reference clearly outline roles and responsibilities and covers the legislative requirements of an Audit & Risk Committee |   |   |   |   |   |
| 5.  | The role of the Chair is clearly defined and understood  |   |   |   |   |   |
| 6.  | Committee members understand their legal duties on behalf of East Waste  |   |   |   |   |   |
| 7.  | The Committee does not rely on any one Committee Member to provide appropriate advice and expertise  |   |   |   |   |   |
| 8.  | The remuneration of the Committee is appropriate based on role, responsibility, skills/experience, time commitment and retention                   |   |   |   |   |   |
| 9.  | The Committee is distributed a workplan that covers the requirements of the Committee's Terms of Reference   |   |   |   |   |   |
| 10. | Committee meetings are appropriately scheduled (i.e. frequency, timing, duration, etc.)  |   |   |   |   |   |
| 11. | Agenda papers are distributed in a timely manner   |   |   |   |   |   |
| 12. | The size of the agenda is manageable within the meeting  |   |   |   |   |   |
| 13. | Committee reports are well written and can be easily understood  |   |   |   |   |   |
| 14. | The business of the Committee is accurately captured in the minutes  |   |   |   |   |   |
| 15. | The discussions within the Committee meetings are relevant and useful for decision making  |   |   |   |   |   |
| 16. | Management does not unduly influence the recommendations of the Committee  |   |   |   |   |   |
| 17. | The Committee uses confidential orders appropriately and conducts sessions without management present from time to time                            |   |   |   |   |   |
| 18. | The Committee has a useful process to following up actions from previous meetings  |   |   |   |   |   |
| 19. | All Committee members express their professional view within the meeting   |   |   |   |   |   |

|     | Question   | 1 | 2 | 3 | 4 | 5 |
|-----|--|---|---|---|---|---|
| 20. | All Committee members appropriately disclose any conflicts of interests  |   |   |   |   |   |
| 21. | The Committee works effectively as a team  |   |   |   |   |   |
| 22. | The Committee presiding member has an effective and constructive working relationship with the Board and Management                                      |   |   |   |   |   |
| 23. | The Committee presiding member builds healthy room dynamics  |   |   |   |   |   |
| 24. | The Committee presiding member ensures that the Committees workload is managed appropriately   |   |   |   |   |   |
| 25. | The Committee presiding member keeps the meeting focused and on track  |   |   |   |   |   |
| 26. | The Committee adds value to the work of East Waste   |   |   |   |   |   |
| 27. | The Board actively seeks the views of the Committee on matters relating to its Terms of Reference  |   |   |   |   |   |
| 28. | The Committee's operations does not diminish the ultimate responsibility of the Board  |   |   |   |   |   |
| 29. | The Committee has a constructive relationship with the Board   |   |   |   |   |   |
| 30. | The Committee has a constructive relationship with Management  |   |   |   |   |   |
| 31. | The Committee has appropriate access to information and staff  |   |   |   |   |   |
| 32. | Management keep the Committee informed of relevant information and risks between meetings  |   |   |   |   |   |
| 33. | The minutes, decisions and actions of the Committee are reported to the Board in a timely and accurate manner  |   |   |   |   |   |
| 34. | The Committee has a clear understanding of the Board's risk tolerance  |   |   |   |   |   |
| 35. | The Committee ensures that the organisation has appropriate internal controls, frameworks, systems and processes established for the management or risks |   |   |   |   |   |
| 36. | The Committee reviews and understands the organisations risk profile   |   |   |   |   |   |
| 37. | The Committee is confident that senior executives understand their responsibilities for managing risks   |   |   |   |   |   |
| 38. | The Committee is confident that East Waste has appropriate internal controls established to manage risks   |   |   |   |   |   |
| 39. | The Committee receives comprehensive reporting that assesses the effectiveness of internal controls  |   |   |   |   |   |
| 40. | The Committee has oversight of compliance with regulations, policies, best practice guidelines, instructions and contractual arrangements                |   |   |   |   |   |
| 41. | The Committee has oversight and recommends to the Board the engagement of East Waste's Internal Audit contract   |   |   |   |   |   |
| 42. | The Committee overall is effective and adds value  |   |   |   |   |   |

**PART B – INDIVIDUAL & SELF EVALUATION**

**Fraser Bell**

| Question  | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Understands and respects the distinction between the Committee’s role to provide assurance and advice to the Board on accounting, financial management, internal controls, risk management and governance matters; and the Board’s broader strategic role to oversee East Waste’s operations. |   |   |   |   |   |
| Is collegiate and respectful towards other Committee members and Management   |   |   |   |   |   |
| Demonstrates good insight and judgement in Committee decisions  |   |   |   |   |   |
| Engages well in open and thorough debate issues   |   |   |   |   |   |
| Is well prepared for Committee Meetings   |   |   |   |   |   |
| Has a good awareness and understanding of the Strategic Plan, the East Waste Charter and Local Government framework   |   |   |   |   |   |
| Demonstrates sound application of their knowledge to contribute to Committee discussion on various issues   |   |   |   |   |   |
| Provides a strong overall contribution to the effectiveness of East Waste   |   |   |   |   |   |

**Sandra Di Blasio**

| Question  | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Understands and respects the distinction between the Committee’s role to provide assurance and advice to the Board on accounting, financial management, internal controls, risk management and governance matters; and the Board’s broader strategic role to oversee East Waste’s operations. |   |   |   |   |   |
| Is collegiate and respectful towards other Committee members and Management   |   |   |   |   |   |
| Demonstrates good insight and judgement in Committee decisions  |   |   |   |   |   |
| Engages well in open and thorough debate issues   |   |   |   |   |   |
| Is well prepared for Committee Meetings   |   |   |   |   |   |
| Has a good awareness and understanding of the Strategic Plan, the East Waste Charter and Local Government framework   |   |   |   |   |   |
| Demonstrates sound application of their knowledge to contribute to Committee discussion on various issues   |   |   |   |   |   |
| Provides a strong overall contribution to the effectiveness of East Waste   |   |   |   |   |   |

**Paul Di Iulio**

| Question  | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Understands and respects the distinction between the Committee’s role to provide assurance and advice to the Board on accounting, financial management, internal controls, risk management and governance matters; and the Board’s broader strategic role to oversee East Waste’s operations. |   |   |   |   |   |
| Is collegiate and respectful towards other Committee members and Management   |   |   |   |   |   |
| Demonstrates good insight and judgement in Committee decisions  |   |   |   |   |   |
| Engages well in open and thorough debate issues   |   |   |   |   |   |



|   |  |  |  |  |  |
|---|--|--|--|--|--|
| Is well prepared for Committee Meetings   |  |  |  |  |  |
| Has a good awareness and understanding of the Strategic Plan, the East Waste Charter and Local Government framework |  |  |  |  |  |
| Demonstrates sound application of their knowledge to contribute to Committee discussion on various issues           |  |  |  |  |  |
| Provides a strong overall contribution to the effectiveness of East Waste   |  |  |  |  |  |

**Linda Green**

| Question  | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Understands and respects the distinction between the Committee's role to provide assurance and advice to the Board on accounting, financial management, internal controls, risk management and governance matters; and the Board's broader strategic role to oversee East Waste's operations. |   |   |   |   |   |
| Is collegiate and respectful towards other Committee members and Management   |   |   |   |   |   |
| Demonstrates good insight and judgement in Committee decisions  |   |   |   |   |   |
| Engages well in open and thorough debate issues   |   |   |   |   |   |
| Is well prepared for Committee Meetings   |   |   |   |   |   |
| Has a good awareness and understanding of the Strategic Plan, the East Waste Charter and Local Government framework   |   |   |   |   |   |
| Demonstrates sound application of their knowledge to contribute to Committee discussion on various issues   |   |   |   |   |   |
| Provides a strong overall contribution to the effectiveness of East Waste   |   |   |   |   |   |

**Emma Hinchey**

| Question  | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Understands and respects the distinction between the Committee's role to provide assurance and advice to the Board on accounting, financial management, internal controls, risk management and governance matters; and the Board's broader strategic role to oversee East Waste's operations. |   |   |   |   |   |
| Is collegiate and respectful towards other Committee members and Management   |   |   |   |   |   |
| Demonstrates good insight and judgement in Committee decisions  |   |   |   |   |   |
| Engages well in open and thorough debate issues   |   |   |   |   |   |
| Is well prepared for Committee Meetings   |   |   |   |   |   |
| Has a good awareness and understanding of the Strategic Plan, the East Waste Charter and Local Government framework   |   |   |   |   |   |
| Demonstrates sound application of their knowledge to contribute to Committee discussion on various issues   |   |   |   |   |   |
| Provides a strong overall contribution to the effectiveness of East Waste   |   |   |   |   |   |

|  |
|--|
| <b>Enter any additional commentary or feedback below</b> |
|  |

## 9.7: INVESTIGATION OF AUSTRALIAN CARBON CREDIT UNITS REPORT

**REPORT AUTHOR:** General Manager

**ATTACHMENTS:** A: Investigation of Australian Carbon Credit Units for Weekly FOGO Transitions

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### Purpose of the Report

To provide the Board, for information purposes, a copy of the findings from East Waste's investigation into Australian Carbon Credit Units (ACCUs).

### Background

As part of the 2022/23 Annual Plan, East Waste undertook a project looking at the carbon market opportunities available to East Waste (and its Member Councils) within the waste sector. This led to a deeper investigation into the potential of accessing Australian Carbon Credit Units (ACCUs) via the Clean Energy Regulator's Source Separation Organic Waste Methodology, if a transition to weekly FOGO and fortnightly waste collections occurred.

In short, Australian Carbon Credit Units (ACCUs) are a financial instrument awarded to eligible energy efficiency, renewable energy generation and carbon sequestration projects that result in a reduction of Greenhouse Gas emissions. An ACCU is a unit issued by the Australian Government's Clean Energy Regulator (CER) that represents one tonne of carbon dioxide equivalent (tCO<sub>2</sub>-e) stored or avoided by a project. They can be used to offset an Organisation's own carbon emissions or sold into market, to other organisations looking to offset their emissions. ACCUs are also purchased by the Federal Government in a commitment to decarbonize Australia's economy through emission reduction projects. The CER has several methodologies to claim ACCUs for activities that reduce greenhouse gas emissions. The Carbon Credits (Carbon Farming Initiative - Source Separated Organic Waste) Methodology Determination 2016 (SSOW) is one of these methods. The SSOW method allows, subject to the method requirements, for source separated organic material that is diverted from landfill via the proposed project for up to 13 years.

### Report

Given the complexity of the topic East Waste engaged MRA Consulting and Rawtec to undertake an analysis based on two of our Member Councils, to determine the likely number of carbon credits generated and economic value of registering a project (assuming it was accepted). The Councils selected had both undertaken preliminary collection frequency change work and had different post collection activities and disposal sites, thereby generating broader information for East Waste. The high-level findings of the summary report (refer Attachment A), suggest that for Adelaide Hills Council where the following was modelled:

- the introduction of a fortnightly Organics collection for rural properties, in conjunction with the transition of township collections to weekly FOG and fortnightly landfill;
- the collected landfill material remains being taken to Brinkley Waste & Recycling Facility (ie. directly to landfill without any processing); and
- the carbon price over the life of the claimable project period (13 years) averaging \$39/tonne (current approximate price),

there are a significant number of ACCUs generated that are economically attractive if the Council chose to sell them.

The modelling has estimated that in Year 1 alone of the project, 1,780 tonnes of CO<sub>2</sub> could be avoided and if these ACCUs were sold at the current market price of \$39/tonne, over the 13-year life of the project an average of \$27,000/annum could be generated. More detail can be found in the report (refer Attachment A).

The City of Prospect was the other Council modelled, and here where the collected material undergoes post collection processing prior to landfilling, the number of ACCUs generated is significantly less and on the basis of current ACCU pricing, not recommended to pursue. The City of Prospect, is a small Council and as such this assessment may change with a larger Council that generated more organic tonnes.

The report and the findings have now been distributed to all Member Councils, with East Waste encouraging Adelaide Hills Council to register a project. There is complexity in the registration process and currently, some ambiguity around whether a waste collection frequency change constitutes an accepted activity under the Source Separated Organic Waste (SSOW) methodology of the Emissions Reduction Fund. East Waste has undertaken initial advocacy work with Green Industries SA and the Local Government Authority SA, enlisting their political support and will continue to support and advocate the project as needed with Adelaide Hills Council.

#### **RECOMMENDATION**

**That the Board notes and receives the *Investigation of Australian Carbon Credit Units Report, as presented in Attachment A.***

# Investigation of ACCUs for Weekly FOGO transitions

East Waste - May 2023

## Document verification

| Date     | Version | Title  | Prepared by         | Approved by |
|----------|---------|--|---------------------|-------------|
| 20/04/23 | V1.0    | Investigation of ACCUs for Weekly FOGO transitions | M Rawson/K LeGallou | M Rawson    |
| 12/05/23 | V2.0    | Investigation of ACCUs for Weekly FOGO transitions | M Rawson/K LeGallou | M Rawson    |
| 19/05/23 | V3.0    | Investigation of ACCUs for Weekly FOGO transitions | M Rawson/K LeGallou | M Rawson    |

## Acknowledgement of country

*We acknowledge the Kurna people as the traditional custodians of the land on which we live and work. We respect their spiritual relationship with Sea and Country and acknowledge their Elders - past, present and emerging. We also pay our respect to the cultural authority of Aboriginal and Torres Strait Islander peoples from other areas of South Australia and Australia.*

Acknowledgement: Summary report prepared by Rawtec supported by ACCU analysis/reporting undertaken by MRA Consulting Group

## Important notes

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# ACRONYMS

|             |                                |
|-------------|--------------------------------|
| <b>ACCU</b> | Australian Carbon Credit Units |
| <b>CER</b>  | Clean Energy Regulator         |
| <b>SSOW</b> | Source Separated Organic Waste |
| <b>FOGO</b> | Food and Garden Organics       |

## Background

Weekly Food and Garden Organics (FOGO) and fortnightly waste is a proven way to divert high levels of food waste from landfill compared to the current fortnightly FOGO and weekly residual waste collection.

Nearly all metropolitan Councils in Adelaide have a fortnightly FOGO collection and weekly waste which does not maximise food waste recovery. The performance of East Waste Councils from 2022 kerbside audits show:

- Only 2 - 17% by weight of total food waste is placed in the FOGO bin (average of 11% across Member Councils). The remaining 83 - 98% by weight goes into the residual waste bin.
- 32 - 50% by weight of the residual waste bin is FOGO material (average of 42% across Member Councils).

These results are consistent with the 2019 kerbside audit and performance of other Councils and state averages.

In July 2022 City of Holdfast Bay transitioned to weekly FOGO and fortnightly residual waste across the whole council area. Kerbside audits during the pilot of this system showed:

- less than 10% of food organics going to landfill (reduction of 20-30% by weight of food in landfill bin)
- a 60-70% increase in food waste recovery (increase of 45-55% recovery of food waste to compost)

The City of Holdfast Bay has demonstrated there is a significant increase in source separated organics (mainly food) being diverted from the residual waste stream to the FOGO stream with a change of collection frequency.

### **Investigating Australian Carbon Credit Units**

East Waste is supporting Member Councils to explore a transition to weekly FOGO. Rawtec and MRA Consulting Group (MRA) were engaged to investigate the potential for Australian Carbon Credit Units (ACCUs) to be generated and claimed if these transitions to weekly FOGO/fortnightly waste occur.

An ACCU is a unit issued by the Australian Government's Clean Energy Regulator (CER) that represents one tonne of carbon dioxide equivalent (tCO<sub>2</sub>-e) stored or avoided by a project. They can be used to offset an organisations own carbon emissions or sold into market to other organisations looking to offset their own emissions.

Australian Carbon Credit Units (ACCUs) are a financial instrument awarded to eligible energy efficiency, renewable energy generation and carbon sequestration projects that result in a reduction of Greenhouse Gas (GHG) emissions. ACCUs are

also purchased by the Federal Government in a commitment to decarbonise Australia's economy through emission reduction projects.

The CER has several methodologies to claim ACCUs for activities that reduce greenhouse gas emissions. The Carbon Credits (Carbon Farming Initiative–Source Separated Organic Waste) Methodology Determination 2016<sup>1</sup> is one of these methods (SSOW).

The SSOW method allows ACCU's to be claimed, subject to the method requirements, for source separated organic material that is diverted from landfill via the proposed project for up to 13 years.

Weekly FOGO/fortnightly waste as the default collection system for a Council would be the proposed project. This collection frequency is known to divert a significant proportion of the food from the residual waste bin to the FOGO bin and can be accurately measured.

Registering a project with the CER and claiming ACCU's could significantly improve the business case and support the financial investment decision for councils. The benefits to Councils include:

- Offset of the high upfront costs associated with an effective rollout (caddies, bags, communications and engagement, pilot costs etc)
- Ability to use the ACCU's to offset council emissions or sell accredited carbon credits.
- Provide a clear pathway for the community/resident to assist with recognised emissions reduction.

### **Potential Limits to the SSOW method**

The Methodology Determination and Explanatory Statement of the SSOW method indicates:

*"Note that the frequency of bin collection is not included as a factor in the calculation of the expansion proportion; an increase in the frequency of bin collection of an existing activity is not eligible as an expansion waste diversion activity." (Section 35,m page 39)*

MRA Consulting have extensive experience in the submission of projects to the CER and have reviewed the statement and acknowledge that diverted tonnes from changes to collection frequency do not qualify for ACCUs. However their view is this only applies to projects already registered under the ERF.

The increase in tonnes of source separated tonnes can be clearly measured based on truck weights and kerbside audits and should be eligible to receive ACCU's for the additional food organics diverted from landfill to commercial composting, however this is yet to be tested

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<sup>1</sup> <https://www.cleanenergyregulator.gov.au/ERF/Choosing-a-project-type/Opportunities-for-industry/landfill-and-alternative-waste-treatment-methods/source-separated-organic-waste>



The process of registering a project will provide clarity on the SSOW methodology.

## Analysis and key findings

East Waste nominated both City of Prospect and Adelaide Hill Councils for this investigation. Both are currently considering transition to weekly FOGO fortnightly waste and the learnings from these councils can be applied to all Member Councils. The differing nature of disposal locations and current collection regimes were also key selection factors.

Analysis of the ACCU opportunities was completed by MRA based on the average price of **\$39 per ACCU** (Table 1). It was based on data provided by East Waste and modelling by Rawtec of a transition to weekly FOGO/fortnightly waste. Key assumptions are shown in Appendix 1.

*Table 1: High level Summary Results of the ACCU analysis*

|   | Prospect                                | Adelaide Hills   |
|---|---|--|
| <b>Base kerbside model</b>  | Weekly residual waste /fortnightly FOGO | <i>Townships:</i> Weekly residual waste /fortnightly FOGO<br><i>Rural:</i> Weekly residual waste/no FOGO |
| <b>New kerbside model (Project)</b>                                 | Weekly FOGO/fortnightly residual waste  | Weekly FOGO/fortnightly residual waste townships and rural (new)   |
| <b>Additional FOGO tonnes diverted from landfill year 1</b>         | 122 tonnes                              | 3,372 tonnes   |
| <b>Number of ACCUs/CO<sub>2</sub> equivalent tonnes avoided Yr1</b> | 145 tonnes                              | 1,780 tonnes   |
| <b>Estimated expenses over 13 years<sup>2</sup></b>                 | \$139,500                               | \$139,500  |
| <b>Estimated income over 13 years (if ACCUs are sold)</b>           | \$39,000                                | \$492,700  |
| <b>Profit/loss over 13 years based on \$39 per ACCU</b>             | -\$100,500                              | \$353,000  |
| <b>Average profit/loss per year<sup>3</sup></b>                     | -\$8,000                                | \$27,000   |

<sup>2</sup> Estimated expenses include SSO offset reports and audit of offset reports to meet the CER requirements of a registered project. Assumes kerbside audits are done separately.

<sup>3</sup> Note the profit/loss is not linear.

## Key findings - City of Prospect

- There are limited ACCUs awarded. Despite a significant increase in collected FOGO because of the collection frequency change the current post-collection processing of residual waste removes most of the organics prior to the material going to landfill. This reduces the potential to further reduce emissions.
- The sale of ACCUs would generate minimal income (based on current ACCU pricing), making the business case for registering a project low.
- Overall loss over 13 years based on \$39 per ACCU is -\$100,500 (or average of -\$8,000 per annum)
- Sensitivity analysis shows if the average ACCU price rises from \$39 to \$70 per ACCU, the loss over 13 years reduces to -\$70,000.

## Key findings – Adelaide Hills Council

- A larger number of ACCUs could be awarded. This is driven by higher diversion of FOGO material from township residual bins and the introduction of FOGO to rural properties. Furthermore, there is currently limited post collection processing of material going to landfill.
- The sale of ACCUs would be significant and the business case for registering a project is high (based on current and conservative pricing). This supports the financial investment decision of council if the registered project is approved by the CER.
- Overall profit over 13 years based on \$39 per ACCU is \$353,500 (or average of \$27,000 per annum)
- Sensitivity assessment shows if the average ACCU price rises from \$39 to at \$70 per ACCU, the profit over 13 years increases to \$744,000 (or average of \$57,000 per annum)

MRA's report and analysis key findings for City of Prospect and Adelaide Hills Councils are available separately.

## Recommendations

Based on the analysis undertaken it is recommended that:

- East Waste update Member Council's on findings of the ACCU's investigations, given collection frequency change is currently an item of interest to most.
- Encourage and support AHC to register a project with the CER for the introduction of weekly FOGO.
  - MRA can assist with the preparation of the registration.
  - This will enable the eligibility for registration under the ERF to be determined by the CER.

## Appendix 1 – ACCU model assumptions and variables

### Assumptions for Prospect and Adelaide Hills Councils

| Assumption/Variable  | Prospect  | Adelaide Hills                        |
|--|---|---------------------------------------|
| Capture of FOGO materials in the waste bin                   | 70%   | 70%                                   |
| Opt-out rate of weekly FOGO ( % Households)                  | 5%  | 5%                                    |
| Contamination in the FOGO bin (2022 kerbside audits)         | 2.73%   | 0.81%                                 |
| % organics removed from waste bin into Compost Like Organics | 80%   | 5% (majority of material to Brinkley) |
| Landfill gas capture   | No and no use of biofilter  | No and no use of biofilter            |
| Assumed ACCU price   | \$39/ACCU   |                                       |
| Assumed garden organics lost to landfill                     | 25 tonnes/year  | 2,700 tonnes/year                     |
| Assumed food organics lost to landfill                       | 100 tonnes/year   | 600 tonnes/year                       |
| Limitations/Opportunities                                    | <ul style="list-style-type: none"> <li>The future price of ACCUs is unknown. ACCU value could increase significantly or decrease.</li> <li>Capture of FOGO may be higher or lower than predicated. This can be confirmed via a trial of weekly FOGO.</li> <li>Council could bid to enter into an Optional Delivery Contract with the CER to secure a minimum guaranteed price per ACCU (currently at \$17.35), while maintaining the option to sell in the open market</li> </ul> |                                       |



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**9.8: JOINT AUDIT & RISK MANAGEMENT COMMITTEE PLANNING SESSIONS**

**REPORT AUTHOR:** General Manager

**ATTACHMENTS:** Nil

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**Purpose of the Report**

To provide the Board with advice and an overview on two proposed joint sessions with the East Waste Audit & Risk Management Committee.

**Background**

Nil

**Report**

The East Waste Board and Audit and Risk Management Committee has experienced a healthy turnover of Members following Local Government elections in late 2022. This has coincided with East Waste undertaking or commencing work on key strategic matters including the Long Term Financial Plan, Strategic Risk Review and Review of the East Waste 2030 Strategic Plan (yet to commence).

To ensure there is no misalignment between the thinking of the Audit & Risk Management Committee and the Board and to ensure the two bodies can effectively and efficiently carry out the tasks required of them (both legislatively and operationally) on behalf of the Member Councils, it is proposed to run two joint workshops prior to the end of the current calendar year. While the workshops are yet to be crafted, it is proposed they will cover at a minimum:

- Review of East Waste working Capital requirements.
- Review of Budget Framework Policy.
- Strategic Risk Management; and
- Review of the 2030 Strategic Plan.

Administration are of the view running these sessions on the topics listed above will significantly assist all Members with an appreciation of the broader perspectives, streamline the work required in the review process and importantly lead to a superior, more robust product for the advancement of East Waste.

Preliminary Planning is for the two sessions to run in the 90 minutes immediately preceding the September and November Board meetings. Board Member feedback on the content and timing of the workshops will be sought at the meeting.

**Recommendation**

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

**9.9: ANNUAL REPORTING CALENDAR**

**REPORT AUTHOR:** Coordinator Finance & Strategic Projects

**ATTACHMENTS:** A: Annual Reporting Calendar

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**Purpose of the Report**

To provide the Board with an update of the progress of East Waste’s key reporting requirements via the Annual Reporting Calendar.

**Background**

At the May 2023 Board Meeting, The Board resolved:

**9.3 ANNUAL REPORTING CALENDAR**

*Moved Cr Allanson that the Board endorses the East Waste Annual Reporting Calendar, as presented in Attachment A, as a base document for tracking the key legislative and governance reporting requirements.*

*Seconded Mayor Holmes-Ross*

**Carried**

**Report**

The attached Annual Reporting Calendar (refer Attachment A) provides a snapshot update of the progress of East Waste’s key legislative and governance reporting requirements for the calendar year.

The Board will note the interim Audit has historically been undertaken in April each year, but was deferred to June in 2023, meaning the Interim Audit report is unavailable for presentation at the June meetings. Once the Audit is finalised, the Interim Audit Report will be circulated out of session to Board members, and if anything of significance is raised, or if requested, a special meeting will be held to address those matters.

This is a standing item on the Agenda.

**Recommendation**

**That the Board notes the East Waste *Annual Reporting Calendar*, as presented in Attachment A.**

## Attachment A – East Waste Annual Reporting Calendar

### East Waste Annual Reporting Calendar Board and Audit & Risk Management Committee 2023

|  | Feb    | Apr/May | Jun    | Sep    | Nov    |
|--|--------|---------|--------|--------|--------|
| <b>Audit &amp; Risk Management Committee Meeting</b> | Feb 14 | Apr 26  | Jun 13 | Sep 12 | Nov 14 |
| <b>Board Meeting</b>                                 | Feb 23 | May 04  | Jun 22 | Sep 21 | Nov 23 |

| Meeting           | Financial | Feb  | Apr/May | Jun | Sep | Nov | Notes   |
|-------------------|-----------|--|---------|-----|-----|-----|---|
| B                 | A&R       | Budget Review 2  | ✓       |     |     |     |   |
| B                 | A&R       | Draft Annual Plan & Budget Assumptions                       | ✓       |     |     |     |   |
|                   | A&R       | Annual Audit Work Plan                                       |         |     |     |     | Not available for FY23. Will provide going forward.   |
|                   |           | Annual CEOs and Mayors Workshop                              | ✓       |     |     |     |   |
| B                 | A&R       | Budget Review 3  |         | ✓   |     |     |   |
| B                 | A&R       | Long Term Financial Plan Review (inc. Asset Management Plan) |         | ✓   |     |     | Deferred to June A&R and Board Meeting.               |
| B                 | A&R       | Interim Audit Report   |         |     |     |     | Interim Audit deferred to June for FY23.              |
| B                 | A&R       | Annual Plan and Budget Endorsement                           |         |     | ✓   |     |   |
| B                 |           | Review of Confidential Orders                                |         |     | ✓   |     |   |
| B                 | A&R       | Draft Audited Financial Statements & Meeting with Auditor    |         |     |     |     |   |
| B                 | A&R       | Regulation 10 Financial Report                               |         |     |     |     |   |
| B                 | A&R       | Draft Annual Report for Endorsement                          |         |     |     |     |   |
| B                 | A&R       | Budget Review 1  |         |     |     |     |   |
| B                 | A&R       | Treasury Management Performance Report                       |         |     |     |     |   |
| <b>Governance</b> |           |  |         |     |     |     |   |
| B                 | A&R       | Board & Committee Appointments                               | ✓       |     |     |     |   |
| B                 |           | Annual Education Summary Report                              |         |     | ✓   |     |   |
| B                 |           | Lodgment of RPD, Primary, and Ordinary Returns               |         |     |     |     |   |
| B                 |           | General Manager Performance Review                           |         |     |     |     |   |
| B                 | A&R       | Policy Review Schedule                                       |         |     |     |     |   |
| B                 | A&R       | Audit & Risk Management Committee Performance Evaluation     |         |     |     |     |   |
| B                 |           | Board Performance Evaluation                                 |         |     |     |     |   |
| B                 | A&R       | Proposed Meeting Schedule for Proceeding Year                |         |     |     |     |   |
| <b>Risk</b>       |           |  |         |     |     |     |   |
| B                 | A&R       | Risk Management Framework                                    |         |     |     |     |   |
| B                 | A&R       | Strategic Risk Register Review                               |         |     |     |     | From 2024 will review annually at April meeting . 111 |

**9.10: 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 2022/23 Annual Plan*.

**Background**

At the September 2022 meeting the Board resolved (in part):

**8.3 FY23 ANNUAL PLAN (revised) ENDORSEMENT**

*Moved Mayor Holmes-Ross that the Board:*

- 1. Endorses the 2022/23 Annual Business Plan and Budget (revised), inclusive of all projects and expenditure, effective from 1 August 2022, as presented in Attachment A.*

*Seconded Mr Dilena*

***Carried***

**Report**

The attached matrix (refer Attachment A) provides a snapshot update as to the progress of the Annual Plan activities as at 16 June 2023. All projects have been completed, or reached a satisfactory point in their progression and will be completed in the coming financial year.

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   | STRATEGY | 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   | Completed - 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   | Completed - No current opportunities.   |
| 3   | Communication System Update                                    | 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. | 1.5      | Vision Target   | Completed - New communications platform in operation and telephone numbers have been ported from previous provider. |

## Annual Plan Implementation Summary Matrix

| 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. | 2.1 | At least 75% of kerbside material separately collected & recycled<br><br>100% of food waste separately collected and recycled. | Completed - Framework provided and planning of trials across three Member Councils well underway.   |
| 5   | Multi-Unit Dwelling Research and Source Separation Trial.                             | 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. | 2.2 | At least 75% of kerbside material separately collected & recycled<br><br>100% of food waste separately collected and recycled. | Project Continuing. Implementation of project stalled and delayed earlier in year due to audit issue of another waste collection Organisation. Project to continue and wrapped up FY24. |
| 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.   | 3.2 | Vision Target  | Completed. Refer Report 9.5 - Annual Education Summary  |
| 7   | Roll out the East Waste 'education & behaviour change program' to Unley.              | As a new member council, there is a large body of work to be undertaken to creating consistency of messaging and information with the City of Unley. This will ensure by year's end consistency, where required, is achieved across the board.   | 3.2 | Vision Target  | Project Continuing. External education contract is currently being reviewed and working with Unley Administration to integrate programs.  |

## Annual Plan Implementation Summary Matrix

| HELP DRIVE A LOCAL CIRCULAR ECONOMY |  |   |     |   |  |
|-------------------------------------|--|---|-----|---|--|
| 8                                   | Investigate current and future opportunities for East Waste and Member Council in a carbon market. | 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. This project will investigate any such opportunities or additional work required.   | 4.4 | Vision Target                             | Completed. Refer Report 9.7 - Australian Carbon Credit Unit Investigation Report   |
| PROVIDE LEADERSHIP                  |  |   |     |   |  |
| 9                                   | Fleet Replacement  | In line with the Long Term Financial Plan, undertake the replacement of five (5) collection vehicles.   | 5.4 | Vision Target                             | Completed. Six replacement vehicles received. X2 Unley Replacement vehicles received with remain 3 scheduled prior to 30 June. |
| 10                                  | 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. | 5.1 | Implement best practice safety standards. | Completed - Action plans have been set and Administration are working through the action items.                                |