



**EASTERN WASTE MANAGEMENT AUTHORITY  
AUDIT & RISK MANAGEMENT COMMITTEE MEETING**

**TUESDAY 13 JUNE 2023**

Notice is hereby given that a meeting of the Audit and Risk Management Committee of the Eastern Waste Management Authority will be held in the **Boardroom, Thomson Geer, 7/19 Gouger Street, Adelaide** on Tuesday 13 June 2023 commencing at 8:00am.

A handwritten signature in blue ink, appearing to read 'Rob Gregory', with a long horizontal line 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 AUDIT AND RISK MANAGEMENT COMMITTEE

Meeting to be held on Tuesday 13 June 2023  
commencing at 8:00am, in the Boardroom, Thomson Geer,  
7/19 Gouger Street, Adelaide

1. PRESENT
2. ACKNOWLEDGEMENT OF COUNTRY
3. APOLOGIES
4. CONFLICTS OF INTEREST
5. CONFIRMATION OF THE MINUTES:
  - 5.1 MEETING HELD 26 April 2023
6. MATTERS ARISING FROM THE MINUTES
7. QUESTIONS WITHOUT NOTICE
8. PRESENTATIONS
  - 8.1 FOGO TRIALS
9. REPORTS
  - 9.1 ANNUAL PLAN & BUDGET ENDORSEMENT ..... pg.7
  - 9.2 LONG TERM FINANCIAL PLAN (late paper)
  - 9.3 STRATEGIC RISK MANAGEMENT PLAN UPDATE .....pg.36
  - 9.4 COMPLAINTS POLICY.....pg.39
  - 9.5 BOARD AND AUDIT & RISK MANAGEMENT COMMITTEE PERFORMANCE  
EVALUATION FRAMEWORK .....pg.47
  - 9.6 ACCU REPORT .....pg.58
  - 9.7 ANNUAL REPORTING CALENDAR .....pg.69
10. CONFIDENTIAL REPORTS  
Nil

**11. OTHER BUSINESS**

*11.1 GENERAL MANAGER LEAVE*

**12. NEXT MEETING OF THE AUDIT COMMITTEE**

The next Audit and Risk Management Committee Meeting is to be held on:  
Tuesday 12 September 2023, commencing 8:00am, in the Board Room,  
Thomson Geer, 7/19 Gouger St, Adelaide

**13. CLOSURE OF MEETING**



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

held on Tuesday 26 April 2023 via Zoom

Meeting opened at 8.05am

**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
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**4. CONFLICTS OF INTEREST**

Nil.

**5. CONFIRMATION OF THE MINUTES – 14 February 2023**

Moved Ms Green that the Minutes of the previous meeting held on Tuesday 14 February 2023 be received and noted.

Seconded Mr Bell

**Carried**

**6. MATTERS ARISING FROM THE MINUTES**

Nil.

**7. QUESTIONS WITHOUT NOTICE**

Nil.

**8. PRESENTATIONS**

Nil.

## 9. REPORTS

### 9.1 FINANCIAL STATEMENTS: BUDGET REVIEW THREE

Moved Ms Di Blasio that the Committee notes and accepts the forecasted end of year FY2023 result associated with the 2022/23 Budget Review Three and recommends to the Board for endorsement.

Seconded Mr Bell

**Carried**

### 9.2 TREASURY MANAGEMENT POLICY REVIEW

Moved Ms Green that the Committee requests the Treasury Management Policy as presented in Attachment A, be revised in conjunction with the Long Term Financial Plan and tabled at the June 2023 Audit & Risk Management Committee Meeting.

Seconded Ms Di Blasio

**Carried**

### 9.3 MEMBER COUNCIL REBATE AND DISTRIBUTION POLICY REVIEW

Moved Ms Di Blasio that the Committee notes and recommends the revised Rebate & Distribution Policy, as presented in Attachment A, and as amended, for presentation to the East Waste Board.

Seconded Ms Green

**Carried**

### 9.4 ANNUAL REPORTING CALENDAR

Moved Ms Di Blasio that the Committee supports the *East Waste Annual Reporting Calendar*, as presented in Attachment A, and as amended, as a base document for tracking the key legislative and governance reporting requirements.

Seconded Mr Bell

**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 13 June 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 9.29am

PRESIDING MEMBER

DATE

## 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 Audit & Risk Management Committee with a copy of Member Council feedback on the draft *East Waste 2023/24 Annual Plan* and draft budget and provide a recommendation to the Board for endorsement.

### 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 draft 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. Details on these implications will be provided at the meeting.

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

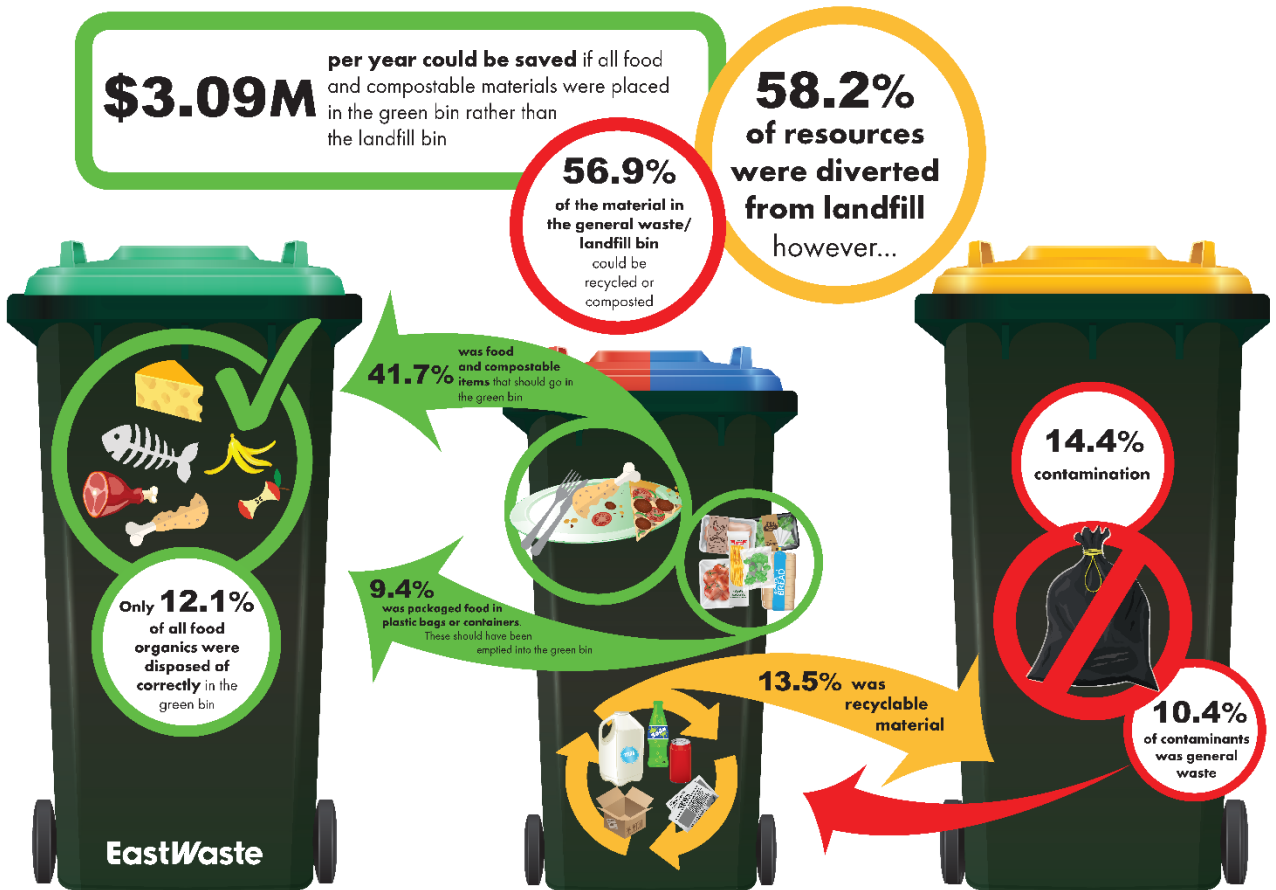
As per Clause 52.3 of the Charter, Member Councils only consent to the Annual Plan, not their fees and charges, albeit the fees and charges form part of the financial statements contained within the Annual Plan. All Member Councils have consented to the Annual Plan (refer Attachment B for a copy of Member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

**RECOMMENDATION**

**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.**



# 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

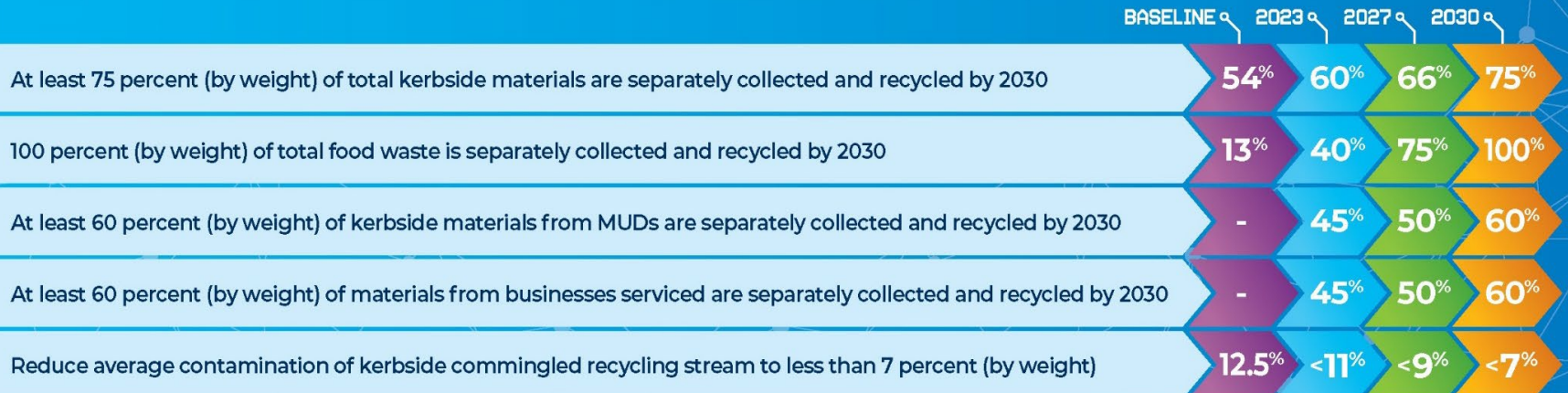
- 3.1 Engage in research and projects delivering evidence-based data which increases behaviour change decision making
- 3.2 Develop an integrated and tailored long-term community behaviour change and education program
- 3.3 Identify and trial behaviour change programs aimed at reducing contamination
- 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
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**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 \$2.155M
12.	Enterprise Agreement	Negotiate Enterprise Agreement for Operational Staff.	Provide Leadership	5.3	Invest in our People	Recurrent + Service Initiative \$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.  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 \$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 \$	Expenditure \$	Net Surplus /Deficit \$
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 \$	Expenditure \$	Net Surplus /Deficit \$
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 \$	Expenditure \$	Net Surplus /Deficit \$
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 Audited Actuals \$'000		FY2023 Adopted Budget \$'000	FY2023 BR2 \$'000	FY2024 Proposed Budget \$'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

FY2022		FY2023	FY2023	FY2024
Audited Actuals		Adopted Budget	BR2	Proposed Budget
\$'000		\$'000	\$'000	\$'000
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

**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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Well-being is...  
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Cultural Vitality  
Economic Prosperity  
Environmental  
Sustainability



100% Australian Made  
Recycled Paper



**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

## 9.3: STRATEGIC RISK MANAGEMENT UPDATE

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

---

### Purpose of the Report

To provide the Audit and Risk Management Committee (the Committee) 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 a number of 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.

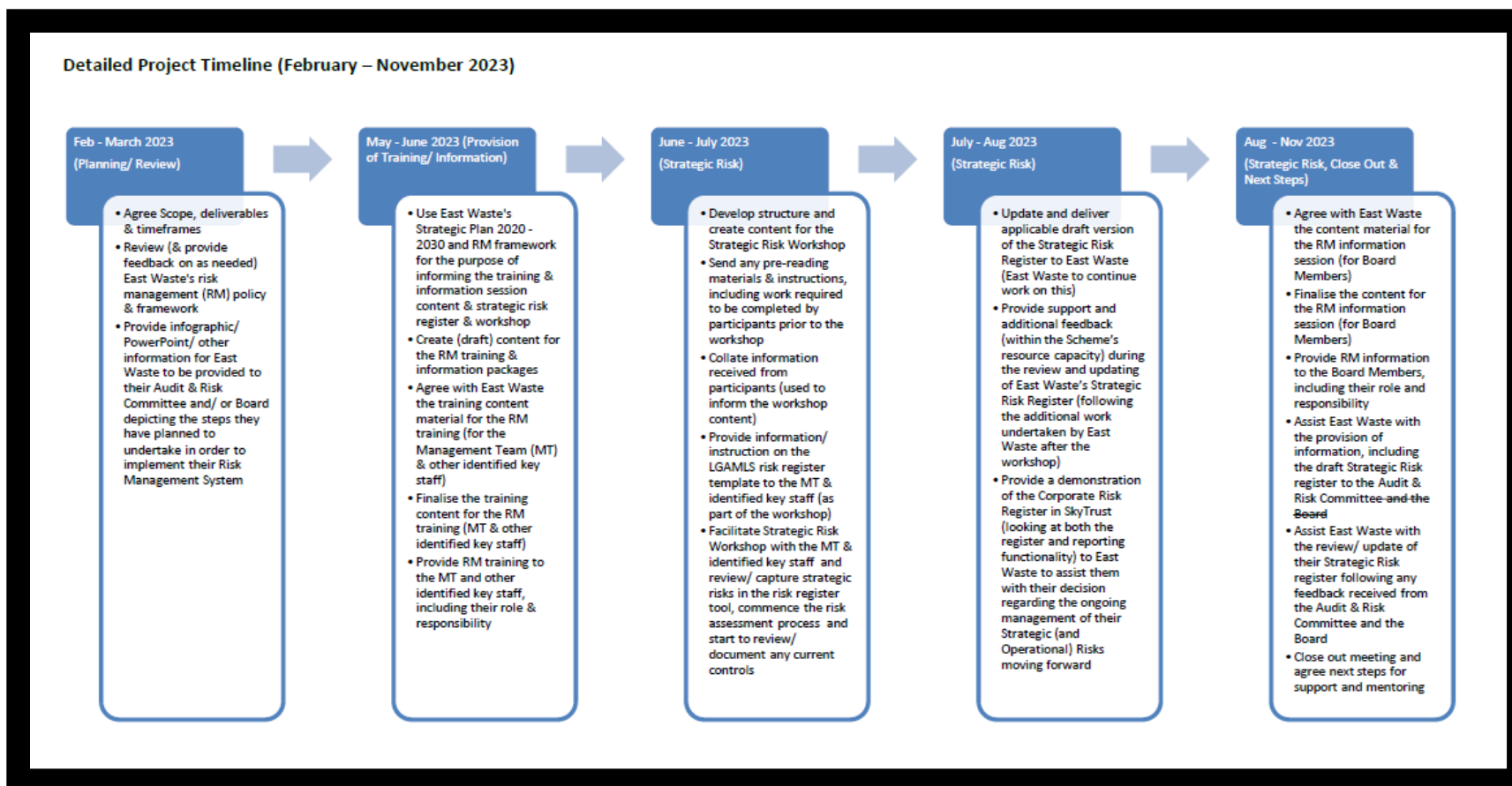
Following the training in July the LGRS will assist East Waste administration by facilitating a series of workshop(s) which are designed to increase awareness of operational and strategic risks in addition to capturing/collating key content which will be used to update/renew the Risk Management framework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

For the committee's 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 Committee notes the report.**

## Strategic Risk Management Update



## 9.4: COMPLAINT HANDLING POLICY

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

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### Purpose of the Report

To provide the Audit and Risk Management Committee (the Committee) an opportunity to review and provide input into a new *East Waste Complaint Handling Policy (the Policy)*.

### Background

In November 2019, the Local Government Association Worker's Compensation Scheme (LGAWCS) undertook 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 to develop a draft Persistent Complainant Policy. Therefore, 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. Therefore, East Waste 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**

During the discussion at the Board meeting the Board indicated that they wanted less focus on Unreasonable Complainant Conduct and a better definition of what a complaint is.

**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 newly developed Policy also includes:

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

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.

A copy of the Policy is included (refer Attachment A) for members consideration and feedback.

**Recommendation**

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



## ITEM 9.4 - ATTACHMENT A

<b>COMPLAINT HANDLING POLICY</b>	
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<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: \_\_\_/\_\_\_/\_\_\_

.....

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.

## COMPLAINT HANDLING POLICY

**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

## COMPLAINT HANDLING POLICY

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 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

Noting East Waste's size as a business and limited resourcing from an administrative staff viewpoint, any request for internal review or required of East Waste may be delegated to an East Waste Member Council, whereby the relevant policies, procedures and resourcing are in place. This provides a further level of independence and transparency to the Internal Review Process.

The East Waste Board will be made aware 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
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:

- 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.

## 9.5: 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 Audit & Risk Management Committee 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 process in place to allow Administration to appropriately evaluate the performance of its Board and Audit & Risk Management Committee. 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 and provide meaningful feedback to key stakeholders. This process is an important component of a robust governance framework, integral to ensuring continuous improvement, and a means of creating a feedback loop to Directors, Committee Members and Constituent Councils.

### **Report**

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 via email. East Waste is proposing a 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. The Results of Part A of the assessment will form the basis of a Performance Report that will be presented to the Audit & Risk Management Committee and Board. The results of Part B will be kept confidential, and feedback only shared with members relating to their individual performance, at the discretion of the Chair. If required, the individual report may be shared with the Chief Executive Officer of the Member's Council (where appointed by a Council) in order to assist with adequate representation.

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.

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

### **RECOMMENDATION**

**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.**

## 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 little extent
- (2) To a little 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 is of an appropriate size and 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 and add value					
2.	Board Members understand their legal and compliance obligations of the role					
3.	Board Members ensure the avoidance of any conflict of interest					
4.	There is clear delineation between the role of the Board and the role of Administration					
5.	The role of the Chair is clearly defined and understood					
6.	Board Members are appropriately inducted					
7.	Administrative support to the Board is adequate and effective					
8.	The Board is effective in its oversight and monitoring of East Waste's performance against the East Waste Charter					
9.	The Board understands and identifies the key relevant issues affecting East Waste					
10.	The Board understands the key risks affecting East Waste and devotes sufficient time for discussion and oversight of risk					
11.	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					
12.	The Board periodically reviews its risk appetite and risk policy which are used to evaluate key decisions					
13.	The Board gives due consideration to ensuring probity in its procurement processes and regularly reviews its Procurement Policy					
14.	The financial reports received by the Board contain adequate information for financial oversight and to enable informed decisions to be made					
15.	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
16.	The Board has a good understanding of who the key stakeholders of East Waste are					
17.	There is full and accurate reporting on the operations of East Waste to Member Councils					
18.	The Board has developed a good relationship with stakeholders					
19.	Board meetings are effective in achieving the correct balance between oversight of East Waste's performance and strategy					
20.	The Board meeting agenda is well planned and enables adequate discussion of the important items					
21.	The frequency of meetings and size of the agenda is appropriate for the organisation					
22.	Board reports are well written and can be easily understood					
23.	Board meeting papers are an effective and timely source of information for Board Members					
24.	The Board's process for decision making is effective					
25..	The Board uses confidential orders appropriately and conducts sessions without management present from time to time					
26.	The business of the Board is accurately captured in the Minutes					
27.	The Board receives timely and appropriate information for major decisions					
28.	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					
29.	The Board has a useful process to following up actions from previous meetings					
30.	The number of Board committees and their composition is effective in assisting the Board properly discharge its duties					
31.	Please rate the effectiveness of the Audit and Risk Management Committee					
32.	There is a healthy culture of respect and collegiality around the Board table					
33.	All Board Members are given opportunity to speak and be heard					
34.	Board culture supports an environment for proper discussion and disagreement whilst maintaining good relationships and appropriate engagement by Board members					
35.	The Chair effectively balances inclusivity and collegiality with leadership and accountability					
36.	The Board's culture promotes trust and candour for effective decision making					
37.	There is good engagement between the Board and the General Manager					
38.	The Chair is an effective leader for the Board					
39.	The Chair draws out contributions from all Board members					
40.	Please rate the overall effectiveness of the Board					

## 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**

*Please submit completed forms to [Paula@eastwaste.com](mailto:Paula@eastwaste.com)*

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

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

## 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 .....					
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 .....					
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 .....					
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 .....					
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 .....					
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					

Enter any additional commentary or feedback below

**Please submit completed forms to [Paula@eastwaste.com](mailto:Paula@eastwaste.com)**

## 9.6: 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 Audit & Risk Management Committee, 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 CO2 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 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 an advocate the project as needed with Adelaide Hills Council.

#### **RECOMMENDATION**

**That the Committee notes and receives the Investigation of Australian Carbon Credit Units Report.**

# 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 <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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**9.7: 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 Committee 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 Committee 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 Committee members, and if anything of significance is raised, or requested, a special meeting will be held to address those matters.

This is a standing item on the Agenda.

**Recommendation**

**That the Committee 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 .