



Eastern Waste Management Authority Ordinary Board Meeting

Agenda

Thursday 26 June 2025

Notice is hereby given that a meeting of the Board of the Eastern Waste Management Authority will be held in the Mayor's Parlour, City of Norwood, Payneham & St Peters, 175 The Parade, Norwood, on Thursday 26 June 2025 commencing at 5:30pm.

Acknowledgement of Country

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

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



Agenda

Eastern Waste Management Authority Ordinary Meeting of the Board of Management

Meeting to be held on Thursday 26 June 2025 commencing at 5.30pm
at the City of Norwood, Payneham & St Peters, 175 The Parade, Norwood.

1. Present

2. Acknowledgement of Country

3. Apologies

4. Declarations of Interest

If a Board Director has an interest in a matter before the Board, they are asked to disclose the interest to the Board and provide full and accurate details of the relevant interest. Members are reminded to declare their interest before each item.

5. Confirmation of the Minutes

- Recommendation:**
1. That the Minutes of the Eastern Waste Management Authority Ordinary Board Meeting held on held on 1 May 2025 be confirmed as a true and correct record.
 2. That the Minutes of the Eastern Waste Management Authority Special Board Meeting held on held on 5 June 2025 be confirmed as a true and correct record.

6. Matters arising from the Minutes

7. Questions Without Notice

8. Presentations

- 8.1 2024/2025 Why Waste it Education update

9. Reports

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|-----|-----------------------------------------|---------|
| 9.1 | 2025/26 Annual Plan and Budget | Page 13 |
| 9.2 | External Interim Audit Report | Page 42 |
| 9.3 | Annual Review of Confidential Orders | Page 58 |
| 9.4 | Proposed Diversity and Inclusion Policy | Page 69 |
| 9.5 | Review of Procurement Policy | Page 72 |
| 9.6 | Education Report | Page 95 |

- 9.7 Information Report
- 9.8 Acting General Manager Verbal Update
 - 9.8.1 FOGO Trials Update
 - 9.8.2 Contracts Update

10. Confidential Reports

- 10.1 Bulk Fuel Contract (Under separate cover)

11. Other Business

12. Next Meeting of the Board

The next Ordinary East Waste Board Meeting is proposed to be held on:
Thursday 26 June 2025, at the City of Norwood, Payneham & St Peters, 175 The Parade, Norwood.

13. Closure of Meeting



**Eastern Waste Management Authority
Ordinary Board Meeting**

Minutes

Thursday 1 May 2025

Minutes

Eastern Waste Management Authority Ordinary Meeting of the Board of Management

Meeting held on Thursday 1 May 2025 commencing at 5.30pm,
at the City of Norwood, Payneham & St Peters, 175 The Parade Norwood.

The Chair, Mr F Bell declared the meeting open at 5.30pm and that a quorum was present.

1. Acknowledgement of country

2. Present

Directors:

Mr F Bell	Independent Chairperson
Cr T Jennings	City of Burnside
Cr P George	City of Mitcham (<i>entered the meeting at 5.33pm</i>)
Mayor M Jones	Corporation of the Town of Walkerville
Mr P Di Iulio	Campbelltown City Council (<i>entered the meeting at 5.33pm</i>)
Mr S Dilena	City of Prospect
Mr C Malak	City of Unley

Deputy Directors:

Mr M Barone	City of Norwood, Payneham & St Peters
Mr J McArthur	Adelaide Hills Council

In Attendance:

Mr D Maywald	Acting General Manager
Ms K Vandermoer	Manager Human Resources & Financial Services
Ms V Davidson	Executive Administration Officer
Mr J Jovicevic	Director, Dean Newbery

3. Apologies

Cr C Clutterham	City of Norwood, Payneham & St Peters
Cr L Huxter	Adelaide Hills Council

4. Conflicts of interest

The following disclosure of interest was made:

Item	Type of Conflict	Person
9.7.1	Material	Mr J McArthur

5. Confirmation of the minutes

5.1 Minutes of the Eastern Waste Management Authority Ordinary Board Meeting

Moved Cr T Jennings that the Minutes of the Eastern Waste Management Authority Ordinary Board Meeting held on 27 February 2025 be confirmed as a true and correct record.

Seconded Mr S Dilena

Carried

6. Matters arising from the minutes

Nil.

7. Questions without notice

Nil.

8. Presentations

Financial Model & Strategy Review April 2025 – Interim Report

Bruce Williams

BDO Senior Manager, Advisory, Industrial & Organisational Psychology

Jason Eastwood

BDO Senior Manager, Advisory

Mr Williams and Mr Eastwood left the meeting at 6.36pm.

9. Reports

The Chair sought and was granted leave of the meeting to bring forward item 9.7.1 FOGO Trials Update.

9.7 Acting General Manager Verbal Updates

9.7.1 FOGO Trials Update

Mr J McArthur declared a material interest in this matter as the content of this report relates to his substantive position at Adelaide Hills Council. Mr McArthur left the room and did not participate in the debate, nor did he vote on the matter.

Mr M Barone left the meeting at 6.37pm.

Mr J McArthur left the meeting at 6.38pm.

Mr M Barone returned to the meeting at 6.39pm.

Mr C Malak left the meeting at 7.00pm.

Mr J McArthur returned to the meeting at 7.01pm.

9.1 Financial Report – Budget Review Three

Moved Cr T Jennings that the East Waste Board notes and accepts the amended forecasted end of year FY2025 result associated with the 2024/25 Budget Review Three.

Seconded Mr S Dilena

Carried

9.2 Strategic Risk Register Review

Moved Cr T Jennings that the East Waste Board, having considered the updated Strategic Risk Register (*Attachment B, Item 9.2, Board Meeting 1 May 2025*):

1. Requests that East Waste implement an approach to capturing growth demand forecast information from Constituent Councils annually to inform Annual Plan and Budgets, Asset Management Plans and the Long Term Financial Plan.
2. Notes the updates and adopts the Strategic Risk Register.

Seconded Mr S Dilena

Carried

9.3 Leave Policy

Moved Mr M Barone that the East Waste Board adopts the proposed East Waste Leave Policy as presented (*Attachment A, Item 9.3, Board Meeting. 1 May 2025*) subject to:

1. clause 10.3 of the proposed policy undergoing legal review.
2. a clause stating that medical evidence of entitlement be provided at the time of applying for parental leave.
3. clarification be sought, and a clause included within the policy if relevant, in relation to whether a person having had a stillbirth is eligible for parental leave.

Seconded Cr T Jennings

Carried

9.4 Review of Sale or Disposal of Assets Policy

Moved Cr T Jennings that the East Waste Board adopts the Sale or Disposal of Assets Policy v4.0 (*Attachment B, Item 9.4, East Waste Board Meeting, 1 May 2025*) subject to:

1. *clause 4.16 of the revised policy being amended to read, 'Has reached the end of its useful life in accordance with East Waste's asset service standards.'*
2. *clause 4.2.4.3 of the revised Policy being amended to read, 'If the above process does not yield a favourable result as indicated, a random draw will be conducted at the reserve price, and no further correspondence will be entered into'.*

Seconded Mayor M Jones

Carried

9.5 Review of the Prudential Review Policy

Moved Mr P Di Iulio

1. That the East Waste Board revokes the Prudential Review Policy.
2. That the East Waste Board adopts the Prudential Management Policy (*Attachment B, Item 9.5, East Waste Board Meeting, 1 May 2025*) subject to the following amendments:
 - a. clause 4.2 of the revised Policy being amended to read, *'Project means a new and discrete undertaking or activity that would involve the expenditure of money, deployment of resources, incurring or assuming a liability, or accepting an asset which requires a Prudential Report'*.
 - b. clause 7.1 of the revised Policy being amended to read, *'For commercial and non-commercial projects Section 48(1) of the Act may require that a Prudential Report be prepared for the East Waste Board'*.

Seconded Mayor M Jones

Carried

9.6 Information Report for May 2025

Moved Cr T Jennings that the East Waste Board receives and notes the Information Report for May 2025.

Seconded Mr S Dilena

Carried

9.7 Acting General Manager Verbal Updates

9.7.2 Service Level Agreement Update

9.7.3 Organics Tender Update

Moved Cr T Jennings that the East Waste Board approves the current contract with Jeffries for the provision of organic waste services be extended at the current contract price plus CPI until 30 September 2025.

Seconded Mr S Dilena

Carried

10 Other Business

Nil.

11. Closure

The Chairperson declared the meeting closed at 7.46pm.

12. Next Meeting of the Board

The next Ordinary Board Meeting is scheduled to be held on Thursday 26 June 2025, commencing at 5:30pm, at the City of Norwood Payneham & St Peters, 175 The Parade, Norwood.

These minutes have been signed as a true and correct record of the East Waste East Waste Board Meeting of 1 May 2025.

Chairperson

Date ____/____/____



Eastern Waste Management Authority Special Board Meeting

Minutes

Thursday 5 June 2025

Minutes

Eastern Waste Management Authority Special Meeting of the Board of Management

Meeting to be held on Thursday 5 June 2025 commencing at 4.00pm via MS Teams.

The Chair, Mr Bell declared the meeting open at 4.01pm and that a quorum was present.

1. Acknowledgement of Country

2. Present

Directors:

Mr F Bell	Independent Chairperson
Mr P Di Iulio	Campbelltown City Council
Cr P George	City of Mitcham
Mr S Dilena	City of Prospect
Cr T Jennings	City of Burnside
Mayor M Jones	Corporation of the Town of Walkerville
Mr C Malak	City of Unley (<i>entered the meeting at 4.07pm</i>)
Cr L Huxter	Adelaide Hills Council

Deputy Directors:

Mr M Barone	City of Norwood, Payneham & St Peters
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In Attendance:

Mr D Maywald	Acting General Manager
Ms K Vandermoer	Manager Human Resources & Financial Services
Ms V Davidson	Executive Administration Officer

3. Apologies

Cr G Piggott	City of Norwood, Payneham & St Peters
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4. Conflicts of interest

- 4.1 Mr David Maywald, Acting General Manager, declared a section 120 Interest in Item 5.2.

5. Reports

5.1 Appointment to GM Selection and Recruitment Committee

Moved Mr M Barone that the East Waste Board appoints Mr Sam Dilena to the General Manager Selection and Recruitment Committee.

Seconded Cr T Jennings

Carried

5.2 Extension of Appointment of General Manager East Waste

The Acting General Manager, Mr David Maywald, declared a section 120 interest in this item.

Moved Mr S Dilena that the East Waste Board:

1. Notes that the recruitment for a General Manager of East Waste is underway.
2. Amends the resolution to Item 5.1(in part) of the Special Board Meeting of 29 October 2024 from:

Appoints Mr David Maywald as Acting General Manager effective from 9 November 2024 (or an alternate date aligned with the General Manager's departure) to no later than 30 June 2024 (sic).

To read:

Appoints Mr David Maywald as Acting General Manager effective from 9 November 2024 (or an alternate date aligned with the General Manager's departure) to the date of the commencement of employment of the General Manager East Waste.

Seconded Mayor M Jones

Carried

6. Next meeting of the Board

The next Ordinary Board Meeting is scheduled to be held on Thursday 26 June 2025, commencing at 5:30pm, at the City of Norwood Payneham & St Peters, 175 The Parade, Norwood.

7. Closure of meeting

There being no further business, the Chairperson declared the meeting closed at 4.20pm.

These minutes have been signed as a true and correct record of the East Waste Special Board Meeting of 5 June 2025.

Signed _____
Chairperson

Date ____/____/____

9.1 2025/26 Annual Plan & Budget

Report Author Acting General Manager

Attachments A: Draft 2025/26 Annual Plan
B: Member Council Consent

Purpose and Context

To present feedback received from Member Councils on the draft East Waste 2025/26 Annual Plan and Budget, and to provide recommendations to the Board for formal adoption. The report also seeks Board authorisation to apply for and borrow funds for the scheduled replacement of six Robotic Arm Collection Vehicles, as outlined in the Fleet Asset Management Plan.

Recommendation

That the East Waste Board:

- 1. Adopts the 2025/26 Annual Business Plan and Budget, inclusive of all projects and expenditure (Attachment A, item 9.1, East Waste Board Meeting, 26 June 2025).***
- 2. Authorises East Waste to apply for and borrow funds up to \$3,390,000 for the replacement of up to six (6) Collection Vehicles, as budgeted and in line with East Waste's Fleet Asset Management Plan 2025-2034.***
- 3. Authorises the East Waste Chairperson and General Manager to execute required loan documentation and affix the Common Seal on behalf of East Waste for borrowings undertaken in the 2025/26 financial year.***

Strategic Link

Objective 5. Provide Leadership

Strategy 5.4 Quality and transparent Corporate (Governance and Financial) activities.

Background

Section 51 of the Eastern Waste Management Authority Charter (the Charter) requires the Authority to prepare an Annual Plan that supports and informs its Budget. At its meeting on 27 February 2025, the East Waste Board considered the draft 2025/26 Annual Plan and Budget and resolved:

9.1 Draft FY2026 Annual Plan & Budget

Moved Cr T Jennings that the East Waste Board:

- 1. Adopt the Draft East Waste 2025/26 Annual Plan, as presented in Attachment A.***
- 2. Approve the associated draft 2025/26 Budget and assumptions.***

3. *Authorise the General Manager to distribute to each Member Council for review and comment, the Draft 2025/26 Annual Plan, as presented in Attachment A, along with the proposed fees.*

Seconded Cr C Clutterham Carried

Following the Board's endorsement, East Waste's Acting General Manager wrote to each Member Council to provide their proposed fees for 2025/26 financial year, along with a copy of the draft Annual Plan for the Council's consideration and endorsement.

To support the member Councils in considering the Annual Plan and Budget, where requested East Waste administration:

- Attended Council staff meetings.
- Presented at Council workshops; and
- Responded to Council administration queries.

Discussion

The draft 2025/26 Annual Plan and associated Financial Statements are provided in **Attachment A**. No amendments have been made to the budget, projects, or activities since the draft Plan was initially considered by the Board at its meeting held on the 27 February 2025. However, subsequent discussions with Member Councils have indicated interest in expanding or initiating Weekly FOGO trial services. These may require future budget adjustments, subject to further cost modelling.

The Board will note that this report also seeks Board authorisation for admission to apply for and borrow up to \$3,390,000 for the acquisition of six new Robotic Arm Collection Trucks as budgeted and in line with East Waste's Fleet Asset Management Plan.

Consent of Draft 2025/26 Annual Plan

In accordance with Clause 52.3 of the Charter, Member Councils are required to consent to the Annual Plan, not the associated fees and charges although these are included within the financial statements that form part of the Plan.

All eight Member Councils have endorsed the draft 2025/26 Annual Plan. At the time of drafting this report, East Waste administration hasn't received a formal response from Adelaide Hills Council and the City of Unley regarding their endorsement and any specific feedback. Notwithstanding this, both Councils' meeting minutes confirm their endorsement, as provided in **Attachment B**. Any specific or related feedback provided by member councils has been summarised in Table 1 below.

Table1. Feedback relating to the draft 2025/26 Annual Plan

Council	Comment	East Waste Response
City of Burnside	The City of Burnside has indicated it will contact East Waste administration in the coming months to arrange a briefing session with Council Members.	East Waste has responded confirming commitment to attend a briefing session and suggested it may be a good opportunity for the new General Manager to meet Council Members.
City of Mitcham	<p>The City of Mitcham has submitted several requests, including:</p> <ul style="list-style-type: none"> - Biannual reporting from East Waste on actions undertaken to deliver cost-effective and efficient services (Objective 1 of East Waste's Strategic Plan). - Provision of indicative budgets prior to Council's community consultation in future years. - Greater transparency and reporting on cost pressures and increases. - Information on projects and innovation funded outside of routine kerbside services. - A comprehensive breakdown and impact analysis of new service initiatives and projects. 	<p>A report is currently being drafted for the City of Mitcham regarding their request around objective one of East Waste Strategic Plan.</p> <p>A report is currently being prepared to address the City of Mitcham's request relating to Objective 1 of East Waste's Strategic Plan. East Waste Administration has arranged meetings with the City of Mitcham to discuss the additional items raised.</p>

The Audit & Risk Management Committee considered the East Waste 2025/26 Annual Plan at the meeting held 18 June 2024 and recommend the plan be presented to the Board for adoption.

EastWaste

ANNUAL PLAN

2025/2026

Vision: To be the Leading Waste Logistics Company in Australia...

OUR OBJECTIVES:

- Deliver Cost Effective & Efficient Services
- Maximise Source Separation & Recycling
- Provide Leading & innovative Behaviour Change & Education
- Help Develop a Local Circular Economy
- Provide Leadership



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Vision & Mission

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

The **2025/2026 financial year** marks a period of **strategic refinement and operational enhancement** for East Waste as we continue to deliver efficient and sustainable waste management services for our Member Councils. Building on the momentum of our **weekly FOGO (Food Organics, Green Organics) trials**, the upcoming year will focus on **expanding successful programs** and identifying best-practice approaches to drive higher resource recovery rates. However, the **regulatory landscape remains uncertain**, with ongoing reviews of waste-related policies likely to shape the feasibility and scope of these initiatives.

A **full-scale review of the East Waste's financial model and strategy** will be undertaken in the months leading up to FY2026 to ensure it aligns with both our evolving operational needs and the long-term sustainability goals of our Member Councils. This review will reinforce East Waste's position as a leader in **progressive and cost-effective waste management solutions** while adapting to emerging industry challenges and opportunities.

The **procurement of new contracts for co-mingled recycling, organics, and landfill services** remains a key focus for 2025/2026. Leveraging collective purchasing power, East Waste aims to secure **high-value, future-focused agreements** that maximise financial savings for participating Councils while **enhancing circular economy outcomes**. These efforts will be informed by **lessons learned from previous market engagements**, ensuring robust contract structures and improved service efficiency.

With a strong emphasis on **innovation, collaboration, and sustainability**, East Waste's **2025/2026 Annual Business Plan** is structured to **navigate evolving industry dynamics**, strengthen our **strategic direction**, and continue delivering **best-practice waste management solutions** for our communities.

Background

Eastern Waste Management Authority (East Waste) has been delivering waste collection services since its establishment in 1928. As a regional subsidiary, East Waste is owned by and operates on behalf of 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.

The Authority operates under a Charter, developed pursuant to Section 43 of the Local Government Act 1999, which sets out its governance, operational, and financial management framework. The East Waste Board, consisting of a director appointed by each Member Council and an Independent Chair, oversees the strategic direction and operational efficiency of the organisation.

Under Clause 51 of the Charter, the East Waste is required to develop an Annual Plan each financial year. This Plan supports and informs the budget and provides a clear outline of East Waste's objectives, key activities, and performance measures. Additionally, it details the financial requirements of the organisation and the mechanisms for cost recovery from Member Councils.

The Annual Plan aligns with and is informed by East Waste's broader strategic planning framework, including:

- **East Waste 2030 Strategic Plan** – setting long-term sustainability and operational targets.
- **Long-Term Financial Plan** – ensuring financial sustainability and cost-effective service delivery.
- **Risk Management Framework** – identifying and mitigating risks to service continuity.

Fleet Asset Management Plan – A newly developed standalone strategic document guiding the sustainable management, renewal, and investment in critical infrastructure and fleet.

As a regional subsidiary, East Waste remains committed to collaboration, efficiency, and innovation. Success in delivering the 2025/2026 Annual Plan is reliant on strong partnerships with Member Councils and key stakeholders. Through a flexible, responsive, and cost-efficient service model, East Waste continues to deliver value to Member Councils and their communities by providing high-quality waste collection services while navigating an evolving regulatory and environmental landscape.



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...

At least 75 percent (by weight) of total kerbside materials are separately collected and recycled by 2030

54% 60% 66% 75%

100 percent (by weight) of total food waste is separately collected and recycled by 2030

13% 40% 75% 100%

At least 60 percent (by weight) of kerbside materials from MUDs are separately collected and recycled by 2030

- 45% 50% 60%

At least 60 percent (by weight) of materials from businesses serviced are separately collected and recycled by 2030

- 45% 50% 60%

Reduce average contamination of kerbside commingled recycling stream to less than 7 percent (by weight)

12.5% <11% <9% <7%

BASELINE 2023 2027 2030

2025/2026 Focus

As East Waste continues to evolve, the 2025/2026 Annual Plan places a stronger emphasis on operational efficiencies, safety, and service delivery while maintaining alignment with the objectives of the 2030 Strategic Plan. A review of the financial model and Strategic Plan remains ongoing, with expected updates to Key Performance Indicators (KPIs) to reflect East Waste's evolving priorities. However, the fundamental commitment to delivering cost-effective, high-quality services to Member Councils remains unchanged.

A key milestone for East Waste is expected to be the appointment of a new General Manager, with the recruitment process currently underway. The new General Manager is expected to commence early in 2025/2026, bringing fresh leadership and strategic direction to the organisation. This transition presents an opportunity to further enhance East Waste's operational effectiveness, governance, and long-term sustainability.

For 2025/2026, East Waste's key areas of focus include:

1. Enhancing Operational Efficiencies

- Optimising collection routes and fleet management to improve productivity and reduce costs.
- Implementing data-driven decision-making through real-time service tracking and performance monitoring.
- Strengthening contract management to ensure best-value outcomes for Member Councils.

2. Strengthening Safety and Compliance

- Expanding safety training programs for all operational staff to reduce workplace incidents.
- Investing in modern fleet technology, to enhance driver and public safety.
- Ensuring compliance with Work Health and Safety (WHS) regulations and industry best practices.

3. Improving Service Delivery and Member Council Support

- Refining customer service and complaint resolution processes to enhance community satisfaction.
- Providing tailored waste education and engagement initiatives to increase diversion rates and responsible disposal.
- Supporting Member Councils with policy and regulatory changes, including the evolving legislative landscape.

4. Driving Environmental and Circular Economy Outcomes

- Expanding Food Organics and Garden Organics (FOGO) programs, building on the success of previous trials.
- Leveraging East Waste's scale to secure cost-effective contracts for recycling, organics, and landfill services.
- Exploring new opportunities to reduce landfill dependency and improve resource recovery.

With a new leadership transition on the horizon, East Waste remains committed to delivering innovative, sustainable, and cost-effective waste management solutions. The 2025/2026 Annual Plan ensures that East Waste continues to provide high-quality, financially responsible services to its Member Councils while adapting to new opportunities and challenges.



2025/2026 Annual Plan Deliverables



NO.	ACTIVITY/PROJECT	OVERVIEW	OBJECTIVE	STRATEGY	MAIN KPI/TARGET	BUDGET
DELIVER COST EFFECTIVE AND EFFICIENT SERVICES AND FACILITIES						
1.	Continue & Expand Core services	East Waste optimisation will come from providing a full suite of services to Member Councils. Where this doesn't occur, East Waste will work with member Councils with an aim to provide a full suite of services to all member Councils.	Deliver Cost Effective and efficient services and facilities	1.1	Vision Target	Recurrent
2.	Investigate opportunities outside of existing Member Councils.	When potential opportunities arise, East Waste will investigate service provision to non-member Councils and subsidiaries where the benefit and/or the fostering of partnerships can drive value to Member Councils.	Deliver Cost Effective and efficient services and facilities	1.1	Vision Target	Recurrent
4.	Implement a Complaints Management/Ticket system to streamline customer service operations, enhance issue resolution efficiency, and improve stakeholder satisfaction	East Waste will implement a Complaints Management/Ticket system to enhance customer service efficiency, streamline issue tracking, and improve response times. This system will provide a structured approach to logging, monitoring, and resolving customer inquiries and complaints, ensuring accountability and transparency. The project aims to optimize workflows, reduce resolution time, and enhance overall customer satisfaction.	Deliver Cost Effective and efficient services and facilities	1.5	Vision Target	Recurrent + Service Initiative \$0.010M

MAXIMISE SOURCE SEPARATION & RECYCLING

5.	Advance trials and rollout of weekly organics collections	Through the success of current weekly organics trials (FOGO Trials) undertaken by East Waste and more broadly across metropolitan Adelaide, East Waste will work with member Councils to increase the trials/rollouts.	Maximise Source separation and recycling	2.1	<ul style="list-style-type: none"> At least 75% of kerbside material separately collected & recycled 100% of food waste separately collected and recycled. 	Recurrent + Service Initiative \$0.030M
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• PROVIDE LEADING AND INNOVATIVE BEHAVIOUR CHANGE AND EDUCATION

6.	Delivery of the “Why Waste It?” behaviour change program and associated social media.	Utilising the results of the reviews and biennial kerbside audits undertaken over the past 6 years, refine and deliver the ongoing successful “Why Waste It?” program, with a strong food waste separation focus.	Provide leading and innovative behaviour change and education	3.2	<ul style="list-style-type: none"> Vision Target 	Recurrent + Service Initiative \$0.205M
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HELP DRIVE A LOCAL CIRCULAR ECONOMY

7.	Develop and Procure high value processing contracts.	East Waste on behalf of engaged Member Councils will procure new long-term co-mingled recycling contracts with a focus on ensuring the collected material is processed in a manner which retains and utilises the material at its highest order and so far as possible, locally.	Help Drive a Local Circular Economy	4.4	Vision Target	Recurrent
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PROVIDE LEADERSHIP

8.	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 \$3.39M
9.	WHS System Responsibility and Accountability	Continuation of ongoing Risk Management and Work Health & Safety systems and processes to provide a safe and healthy workplace for all employees and those which interact with us.	Provide Leadership	5.1	Implement best practice safety standards	Recurrent

Budget Management

East Waste operates its waste collection services under a Common Fleet Costing methodology, ensuring that each Member Council is charged directly based on the proportionate time required to complete their respective collection services. This approach leverages a highly accurate, cloud-based GPS tracking system with real-time data and detailed reporting to allocate costs transparently and equitably. Minor variations in cost apportionment occur annually to reflect efficiencies, service demand changes, and operational cost fluctuations (e.g., housing infill, developments, fire ban days, and special events).

A key financial decision made by the East Waste Board when developing the 2024/2025 budget was to remove the application of the 1% operating surplus, atypical of East Waste's usual Budget Framework, as a means to keep annual increases to a minimum for Member Councils. While this decision lowered costs in the short term, the inclusion of the operating surplus in the 2025/2026 budget means the overall annual increase to Common Fleet fees reflects more than East Waste's expected increased annual operating costs alone. Given this, while developing the 2025/26 budget Administration committed to finding savings where possible, opting for a business as usual approach, with a focus on supporting core operational efficiencies and larger investments for new initiatives to be considered in future business planning. This approach aligns with East Waste's commitment to minimising costs while ensuring long-term financial sustainability.

Key Budget Considerations for 2025/2026

- **Labour, fuel, and fleet maintenance** continue to be the largest operational costs, comprising nearly **80% of common fleet costs**.
- **Labour market challenges** remain a key pressure, requiring ongoing efforts to attract and retain skilled drivers and operational staff.
- **Fuel cost volatility** continues to pose a risk, though recent trends have shown some stability.
- **Fleet replacement** is funded through **external loan borrowings**, ensuring East Waste maintains a modern, efficient, and environmentally responsible fleet.
- **Contracted resource processing services and bin maintenance** continue to be provided to Member Councils at **cost price**, delivering significant savings compared to traditional waste service contracts.

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 2025/26. The most significant expenditure relates to the logistical requirements of servicing 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 being that 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.

Service initiatives have been significantly scaled back from FY25 to minimise operating costs and ensure a cost-efficient service for our member Councils.

While the 2025/2026 budget reflects an increase marginally higher than predicted CPI, it remains below the projections in East Waste's Long-Term Financial Plan. The focus on operational efficiencies, improved service delivery, and safety initiatives will help to manage costs and maintain value for Member Councils.

The budget to deliver this Annual Plan, along with all East Waste's Services and legislative requirements is detailed in the following proposed 2025/26 Financial Papers (refer Attachment 1 – 5).

Table 1: 2025/26 Budget Summary - Waste Collection Services

	Income \$	Expenditure \$	Net Surplus /Deficit \$
Recurrent- Waste Collection	18,348,419	18,325,433	22,986
Recurrent - Corporate Administration	403,682	-	403,682
Service Initiatives	-	245,000	(245,000)
Capital Program	-	3,524,784	(3,524,784)
Total	18,752,100	22,095,217	(3,343,116)

Table 2: 2024/25 Budget Summary - Bin Maintenance Services

	Income \$	Expenditure \$	Net Surplus /Deficit \$
Recurrent	2,102,500	2,102,500	-
Service Initiatives	-	-	-
Capital Program	-	-	-
Total	2,102,500	2,102,500	-

Table 3: 2024/25 Budget Summary - Waste Processing Services

	Income \$	Expenditure \$	Net Surplus /Deficit \$
Recurrent	9,884,524	9,884,524	-
Service Initiatives	-	-	-
Capital Program	-	-	-
Total	9,884,524	9,884,524	-

Financial Statements

EAST WASTE

Projected Statement of Comprehensive Income (Budgeted)
for the financial year ending 30 June 2026

	FY25 Adopted Budget \$'000	FY25 BR2 \$'000	FY26 Proposed Budget \$'000
Income			
User Charges	23,704	25,360	28,531
Investment income	48	130	60
Grants, subsidies and contributions	-	-	-
Other	1,552	2,119	2,119
Total	25,304	27,609	30,710
Expenses			
Employee Costs	8,865	8,930	9,170
Materials, contracts & other expenses	13,118	15,324	17,833
Depreciation, amortisation & impairment	2,707	2,640	2,835
Finance costs	694	625	720
Total	25,384	27,519	30,558
Operating Surplus / (Deficit)	(80)	90	152
Asset disposals & fair value adjustments	80	42	30
Net Surplus / (Deficit)	-	132	182
Other Comprehensive Income	-	-	-
Total Comprehensive Income	-	132	182

EAST WASTE

Projected Balance Sheet (Budgeted)
for the financial year ending 30 June 2026

	FY25	FY25	FY26
	Adopted Budget	BR2	Proposed Budget
	\$'000	\$'000	\$'000
Assets			
Current			
Cash & Cash Equivalents	2,508	1,993	2,700
Trade & Other Receivables	746	1,413	1,413
Inventory	43	63	63
Total	3,297	3,469	4,176
Non-Current			
Infrastructure, Property, Plant & Equipment	13,721	13,283	13,973
Total	13,721	13,283	13,973
Total Assets	17,018	16,752	18,149
Liabilities			
Current			
Trade & Other Payables	1,227	1,565	1,588
Borrowings	2,285	2,485	2,285
Provisions	991	1,050	1,110
Total	4,503	5,100	4,983
Non-Current			
Borrowings	11,187	10,517	11,789
Provisions	256	109	169
Total	11,443	10,626	11,958
Total Liabilities	15,946	15,726	16,941
Net Assets	1,072	1,026	1,208
Equity			
Accumulated Surplus	1,072	1,026	1,208
Total Equity	1,072	1,026	1,208

EAST WASTE

Projected Statement of Cash Flows (Budgeted)
for the financial year ending 30 June 2026

	FY25 Adopted Budget \$'000	FY25 BR2 \$'000	FY26 Proposed Budget \$'000
Cash Flows from Operating Activities			
Receipts			
Operating Receipts	25,256	27,148	30,650
Investment Receipts	48	130	60
Payments			
Employee costs	(8,745)	(8,890)	(9,050)
Materials, contracts & other expenses	(13,118)	(14,993)	(17,833)
Interest Payments	(683)	(620)	(697)
Net Cash Flows from Operating Activities	2,758	2,775	3,130
Cash Flows from Investing Activities			
Receipts			
Sale of Replaced Assets	80	42	30
Payments			
Expenditure on Renewal/Replaced Assets	(2,249)	(2,297)	(3,390)
Expenditure of New/Upgraded Assets	(60)	(60)	(135)
Net Cash Flows from Investing Activities	(2,229)	(2,315)	(3,495)
Cash Flow from Financing Activities			
Receipts			
Proceeds from Borrowings	2,114	2,179	3,390
Payments			
Repayment of Lease Liabilities	(170)	(201)	(168)
Repayment of Borrowings	(2,065)	(2,079)	(2,150)
Net Cash Flow from Financing Activities	(121)	(101)	1,072
Net Increase (Decrease) in cash held	408	359	707
Cash & cash equivalents at beginning of period	2,100	1,634	1,993
Cash & cash equivalents at end of period	2,508	1,993	2,700

EAST WASTE

Projected Statement of Changes in Equity (Budgeted)
for the financial year ending 30 June 2026

	FY25	FY25	FY26
	Adopted	BR2	Proposed
	Budget		Budget
	\$'000	\$'000	\$'000
Balance at Start of Period - 1 July	1,072	894	1,026
Net Surplus / (Deficit) for Year	-	132	182
Contributed Equity	-	-	-
Distribution to Councils	-	-	-
Balance at End of Period - 30 June	1,072	1,026	1,208

EAST WASTE

Projected Uniform Presentation of Finances (Budgeted)
for the financial year ending 30 June 2026

	FY25	FY25	FY26
	Adopted Budget	BR2	Proposed Budget
	\$'000	\$'000	\$'000
Income			
<i>User Charges</i>	23,704	25,360	28,531
<i>Investment income</i>	48	130	60
<i>Grants, subsidies and contributions</i>	-	-	-
<i>Other</i>	1,552	2,119	2,119
	25,304	27,609	30,710
Expenses			
<i>Employee Costs</i>	8,865	8,930	9,170
<i>Materials, contracts & other expenses</i>	13,118	15,324	17,833
<i>Depreciation, amortisation & impairment</i>	2,707	2,640	2,835
<i>Finance costs</i>	694	625	720
	25,384	27,519	30,558
Operating Surplus / (Deficit)	(80)	90	152
Net Outlays on Existing Assets			
<i>Capital Expenditure on Renewal and Replacement of Existing Assets</i>	(2,249)	(2,297)	(3,390)
<i>Depreciation, Amortisation and Impairment</i>	2,707	2,640	2,835
<i>Proceeds from Sale of Replaced Assets</i>	80	42	30
	538	385	(525)
Net Outlays on New and Upgraded Assets			
<i>Capital Expenditure on New and Upgraded Assets</i>	(60)	(60)	(135)
<i>Amounts Specifically for New and Upgraded Assets</i>	-	-	-
<i>Proceeds from Sale of Surplus Assets</i>	-	-	-
	(60)	(60)	(135)
Annual Net Impact to Financing Activities (Surplus/(Deficit))	398	415	(508)

Adelaide Hills Council Meeting Minutes - 27 May 2025

12.5 Draft 2025-26 East Waste Annual Business Plan and Budget

Moved Cr Mark Osterstock
§/- Cr Kirsty Parkin

179/25

Mayor _____

10 June 2025

208

ADELAIDE HILLS COUNCIL
MINUTES OF ORDINARY COUNCIL MEETING
TUESDAY 27 May 2025
63 MT BARKER ROAD STIRLING

Council resolves:

1. That the report on the Draft 2025-26 Eastern Waste Management Authority (East Waste) Annual Business Plan and Budget be received and noted.
2. To receive and note the Draft 2025-26 Eastern Waste Management Authority (East Waste) Annual Business Plan and Budget
3. To provide consent to the East Waste 2025/26 Annual Business Plan and Budget.
4. That the CEO is to advise East Waste that Council has provided consent to the East Waste 2025/26 Annual Business Plan and Budget.

6 June 2025

Mr David Maywald
Acting General Manager
East Waste Management Authority

Via email: david@eastwaste.com

Dear David,

RE: REGIONAL SUBSIDIARIES ANNUAL BUSINESS PLANS AND BUDGETS 2025/26

At its meeting held Tuesday, 20 May 2025, Council Resolved (Resolution C52025/13932) in part:

11.2 Regional Subsidiaries Annual Business Plans and Budgets 2025/26

That Council approves the Eastern Waste Management Authority draft Budget 2025/26, which presents an Operating Surplus of \$152,000.

Please also note that, at the request of Council, our Support Officers will be in contact with you within the next couple of months to arrange a briefing session with Council Members.

Should you require further information please contact me at
mspearman@burnside.sa.gov.au

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Matthew Spearman'.

Matthew Spearman
Director Corporate



17 April 2025

Mr David Maywald
Acting General Manager
EastWaste
PO Box 26
MANSFIELD PARK SA 5012

Email: david@eastwaste.com

Dear Mr Maywald 

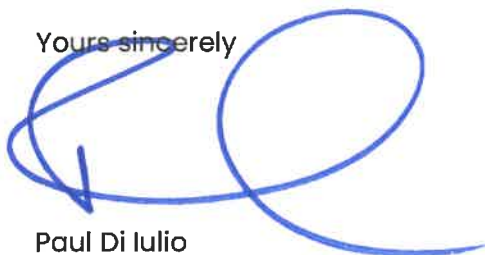
EastWaste – Draft 2025/2026 Annual Plan and Budget

I wish to advise that at its meeting held on Tuesday 15 April 2025 Council endorsed East Waste's draft 2025/2026 Annual Plan and Budget, noting a 5.24% increase in the fees to be charged to Council for the upcoming financial year, which is above CPI.

Council also recognise its equity share in EastWaste's budgeted gain of \$19,000 in the draft 2025/2026 Annual Plan and Budget prior to its endorsement for the purposes of Community consultation.

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

Yours sincerely



Paul Di Iulio
Chief Executive Officer

27 May 2025

David Maywald
Acting General Manager
East Waste
PO Box 26
MANSFIELD PARK SA 5012
Email: David@eastwaste.com



Dear Mr Maywald

Re: East Waste 2025/20264 Draft Annual Plan and Budget

I write to advise that Council has endorsed the following recommendations in relation to the East Waste 2025/2026 Draft Annual Business Plan and Budget at its Full Council meeting on 13 May 2025:

1. *That Council notes the East Waste Draft 2025/2026 Budget (Attachment A) and consents to the East Waste Draft 2025/2026 Annual Plan (Attachment B), with the following requests:*
 - a. *Greater transparency and reporting of cost pressures and increases*
 - b. *A comprehensive breakdown and impact of new services, initiatives and projects*
 - c. *Information on projects and innovation that are funded outside of the routine kerbside services.*
2. *That Council requests East Waste to provide a report on a six (6) monthly basis regarding progress towards Objective One: actions being taken to deliver cost effective and efficient services in its 2030 Strategic Plan*
3. *Council requests that East Waste provide an indicative budget prior to Council's consulting with the community in future years, given the impact on the Council's Annual Business Plan with the significant increase (over \$150,000) in the estimate of Council's waste costs.*

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

Your upcoming meeting with Amy Pokoney Cramey, Executive Manager Strategic Projects and Climate, will allow the Council's resolution to be discussed further.

In the meantime, I can be contacted on 0419 649 926 if you have any questions.

Yours sincerely

Gemma Chambers
WASTE MANAGEMENT OFFICER

File Number: qA144677
Enquiries To: Lisa Mara
Direct Telephone: 8366 4549



**City of
Norwood
Payneham
& St Peters**

22 May 2025

Mr David Maywald
Acting General Manager
Eastern Waste Management Authority
1 Temple Court
OTTOWAY SA 5013

Via email: David@eastwaste.com

Dear David

EAST WASTE DRAFT 2025-2026 ANNUAL BUSINESS PLAN & BUDGET

I am pleased to advise that at its meeting held on 5 May 2025, the Council considered the East Waste Draft 2025-2026 Annual Business Plan and Budget.

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

If you require any further information please contact me on 8366 4549 or via email: 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

Website
www.npsp.sa.gov.au



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Environmental
Sustainability

From: [Megan Gillett](#)
To: [David Maywald](#)
Subject: East Waste Draft 2025/26 Annual Plan & Budget
Date: Monday, 2 June 2025 9:37:45 AM
Attachments: [image001.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)
[image007.png](#)
[image008.png](#)

Dear David,

On behalf of Sam Dilena, I wish to advise that Council considered the 2025/26 East Waste Annual Business Plan and Budget at its meeting on 27 May 2025 and resolved the following:

10.2 EAST WASTE DRAFT 2025/26 ANNUAL BUSINESS PLAN AND BUDGET

RESOLUTION 2025/75

Moved: Cr Jason Nelson
Seconded: Cr Kristina Barnett

That Council:

- 1. Having considered Item 10.2 East Waste Draft 2025/26 Annual Business Plan and Budget receives and notes the report.**
- 2. Having considered Item 10.2 East Waste Draft 2025/26 Annual Business Plan and Budget, endorses the East Waste Draft 2025/26 Annual Plan and Budget (as presented in Attachment 1).**

CARRIED UNANIMOUSLY

Kind regards,
Megan

Megan Gillett

Executive Assistant

Director City Works & Presentation

Director City Growth & Development

T. 8269 5355

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

Megan.Gillett@prospect.sa.gov.au

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



ITEM 4.5

EASTERN WASTE MANAGEMENT AUTHORITY DRAFT 2025-26 ANNUAL BUSINESS PLAN

MOVED Councillor M Broniecki

SECONDED Councillor D Palmer

That:

1. The report be received.
2. The Eastern Waste Management Authority (East Waste) be advised that pursuant to Clause 52 of its Charter, the City of Unley has considered and approves its Draft 2025-26 Annual Business Plan, as set out in Attachment 1 to this report (Item 4.5, Council Meeting 26/05/2025).

CARRIED UNANIMOUSLY

Resolution No. C1561/25

9.2 External Interim Audit Report

Report Author Manager Human Resources & Financial Services

Attachments A: Galpins FY2025 Interim Audit Management Letter

Purpose and Context

To provide the East Waste Board (the Board) with an opportunity to review the results of the FY2025 Interim Audit conducted by external auditing firm Galpins.

Recommendation

That the East Waste Board notes and receives the FY2025 Interim Audit Management Letter (Attachment A, Item 9.2, East Waste Board Meeting, 26 June 2025).

Strategic Link

Objective 5. Provide Leadership

Strategy 5.4 Quality and transparent Corporate (Governance and Financial) activities.

Background

Galpins were engaged as East Waste's external auditing firm in 2024 for a three year term, through to FY2026. The FY2025 interim audit was conducted in April 2025, with an interim management letter issued for Administration's response. The final report, including East Waste management's comments, is provided at Attachment A (**refer attachment A**).

Discussion

The FY2025 interim audit marks the second annual review of East Waste's internal controls undertaken by Galpins. Consistent with the FY2024 methodology, the audit focused on seven critical business cycles and assessed 31 core controls. In summary:

- 29 of 31 controls were assessed as operating effectively.
- Two controls relating to procurement and general ledger business cycles were identified as requiring action.
- Management responses have been provided within Attachment A (**refer Attachment A**), with one action already closed out in relation to *excessive user access rights within MYOB*.

This result represents a significant improvement from the FY2024 interim audit, which identified 22 of 31 controls as effective. Administration has closed out the majority of prior recommendations, with 7 risks mitigated through enhanced processes.

A gap in procurement controls was identified through the FY2024 review of internal controls and prompted a broader review of East Waste's procurement practices. Not surprisingly this risk was noted again through the FY2025 review as Administration is still working towards strengthening procurement activities with works expected to continue through to FY2026. Focus areas include:

- Conducting periodic review of supplier cumulative spend to ensure appropriate procurement activities are undertaken.
- Ensuring appropriate supplier contractual arrangements are in place.
- Refining management of procurement exemptions
- Ensuring procurement records are adequately maintained.
- A review of East Waste's procurement Policy (as presented within this agenda for the Board's consideration).

The results of the interim audit were presented to the June Audit & Risk Management Committee meeting, and it was noted that the Committee were pleased with Administration's efforts to promptly close out a number of recommendations from the FY2025 audit. In addition, the Committee will closely monitor the progress of audit recommendations (both internal and external) via an audit actions report that will become a standing item on the Agenda Item.



Accountants, Auditors & Business Consultants

Financial Controls Review

East Waste

2024/25 Interim Management Letter

EastWaste

Mount Gambier

233 Commercial Street West
PO Box 246, Mount Gambier SA 5290
DX 29044
P: (08) 8725 3068
F: (08) 8724 9553
E: admin@galpins.com.au

Stirling

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Norwood

3 Kensington Road, Norwood SA 5067
PO Box 4067, Norwood South SA 5067
P: (08) 8332 3433
F: (08) 8332 3466
E: norwood@galpins.com.au

www.galpins.com.au

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1. EXECUTIVE SUMMARY

1.1 Scope of our interim audit

During our interim audit we perform procedures to gain an understanding of the internal controls in place relevant to the financial statements and perform tests of design and effectiveness for these controls. Based on the results of the control testing, we then assess the audit risks to define the extent and nature of our substantive procedures (e.g. inspection of documents, recalculation, reconciliation, etc) for our final visit.

We have used The Better Practice Model – Internal Financial Controls (BPM) as a guide to select the internal controls to be tested for each key business cycle we identified. The BPM provides a number of internal financial controls within different business cycles that address a variety of inherent risks. A risk based approach is used to determine the key business cycles, and key risks within these business cycles, that we have determined as critical for the purpose of assessing the effectiveness of the Authority's financial internal controls.

The identification of key core controls and key business risks included the following risk assessment procedures:

Risk review – A review of the Authority's inherent risk assessment for internal financial controls.

Financial statement review – A high level financial statement review performed to identify key accounts and transaction streams.

Internal / external audit results review – The findings and recommendations of internal / external financial audits are reviewed to identify known areas of weakness, and areas known to be attracting audit attention.

The key core controls for the following key business cycles have been identified as critical for assessing the effectiveness of the Authority's financial internal controls:

- Purchasing and Procurement/Contracting
- General Ledger
- Accounts Payable
- Payroll
- Credit Cards
- User charges
- Banking

We have included a list of key controls identified by audit for these business cycles as an appendix to this report (see Appendix 1). This list does not represent a complete population of internal controls that the Authority should have in place. There is an expectation that controls not in this list will still exist and be operating effectively within the Authority.

1.2 Overall review of the Authority's internal controls

During our interim visit we found that the majority of key internal controls reviewed were in place and were operating effectively (29 out of 31 core controls reviewed). There were no high risk weaknesses identified. A summary of the results of our review is provided in the table below:

Business cycles	Controls Reviewed	Operating Effectively	Operating Effectively	2025 Findings			
		2025	2024	H	M	L	BP
Purchasing & Procurement/Contracting	3	2	2	-	1	-	-
General Ledger	6	5	3	-	1	-	-
Accounts Payable (AP)	4	4	3	-	-	-	-
Payroll	6	6	5	-	-	-	-
Credit Cards	4	4	1	-	-	-	-
User charges	5	5	5	-	-	-	-
Banking	3	3	3	-	-	-	-
Total	31	29	22	-	2	-	-

We recommend that the Authority prioritises the moderate risk findings, as failure in compensating controls addressing the same risk or existence of multiple moderate weakness within the same business cycle may lead a material misstatement in East Waste's financial statements.

The findings were rated as follows:

Category	Description
High Risk Weaknesses	The issue described could lead to a material misstatement in East Waste's financial statements and/or a significant control failure.
Moderate Weaknesses	The issue described does not represent a material weakness due to the existence of compensating controls. However, the failure of the compensating controls or the existence of any other moderate weakness within the same business cycle may lead to a material misstatement in East Waste's financial statements and/or a significant control failure.
Low Risk Weaknesses	The issue described is a low risk weakness due to the existence of compensating controls and/or the failure or absence of the internal controls does not impact significantly on East Waste's financial risks. However, multiple low-level risk weakness within the same business cycle may lead to a material misstatement in East Waste's financial statements and/or a significant control failure.
Better Practice Weaknesses	The issue described has been included in this report as an opportunity for better practice.

1.3. Summary of findings

Business Cycle	Findings	Risk
Purch. Proc. Contracting	2.1.1 Instances of purchases for which evidence of procurement procedures undertaken were not on file.	M
General Ledger	2.2.1 Potentially excessive access rights assigned to MYOB users	M
Accounts Payable	Audit did not find any issue that would represent a risk of a material misstatement in East Waste's financial statements.	N/A
Payroll	Audit did not find any issue that would represent a risk of a material misstatement in East Waste's financial statements.	N/A
Credit cards	Audit did not find any issue that would represent a risk of a material misstatement in East Waste's financial statements.	N/A
User charges	Audit did not find any issue that would represent a risk of a material misstatement in East Waste's financial statements.	N/A
Banking	Audit did not find any issue that would represent a risk of a material misstatement in East Waste's financial statements.	N/A

2. DETAILED AUDIT FINDINGS

2.1 PURCHASE, PROCUREMENT AND CONTRACTING

2.1.1 Instances of purchases for which evidence of procurement procedures undertaken were not on file

Moderate

Control	Employees must ensure all purchases are in accordance with the Authority's Procurement Policy and approved in accordance with the Delegations of Authority and other relevant policies.
Risk	The Authority does not obtain value for money in its purchasing and procurement.

Finding	Recommendations	Management Response												
<p>The Procurement Policy provides the following methods of procurement based on the value of the purchase:</p> <table border="1"> <thead> <tr> <th>Value of purchase</th><th>Minimum procurement requirement</th><th>Applicable Procurement Method</th></tr> </thead> <tbody> <tr> <td>< 10,000</td><td>One quotation</td><td>Direct Purchasing Request for Quotations (RFQ) / Request for Expression of Interest (REOI) / Request for Tender (RFT) / Panel Contracts / Strategic Alliances</td></tr> <tr> <td>\$10,001 - \$100,000</td><td>Three quotations</td><td>Request for Quotations (RFQ) / Request for Expressions of Interest (REOI) / Request for Tender – Open or Select / Panel contracts / Strategic Alliances</td></tr> <tr> <td>>100,001</td><td>Open Request for Tender or EOI</td><td>Request for Expressions of Interest (REOI) / Request for Tender – Open / Panel contracts / Strategic Alliances</td></tr> </tbody> </table> <p>The policy also states that in certain circumstances, the East Waste Board or General Manager may waive application of the policy. The General Manager must record and report their reasons to the Board.</p> <p>The audit identified that, for the engagement of the suppliers listed</p>	Value of purchase	Minimum procurement requirement	Applicable Procurement Method	< 10,000	One quotation	Direct Purchasing Request for Quotations (RFQ) / Request for Expression of Interest (REOI) / Request for Tender (RFT) / Panel Contracts / Strategic Alliances	\$10,001 - \$100,000	Three quotations	Request for Quotations (RFQ) / Request for Expressions of Interest (REOI) / Request for Tender – Open or Select / Panel contracts / Strategic Alliances	>100,001	Open Request for Tender or EOI	Request for Expressions of Interest (REOI) / Request for Tender – Open / Panel contracts / Strategic Alliances	<p>The Authority ensures that procurement decisions and the procurement methods used for engaging suppliers are documented and maintained in its records management system.</p> <p>In instances where the application of the Procurement Policy is waived, formal written approval is obtained in advance, clearly outlining the reasons for the waiver, in accordance with Policy requirements. This documentation is retained and tabled to the Board as required.</p> <p>We also recommend that the Authority considers opportunities to establish panel arrangements informed by an analysis of purchasing patterns to identify high-frequency and commonly procured goods and services (e.g. temporary staffing, truck tyres, spare parts, maintenance, etc). Establishing panels for these categories would assist the Authority in</p>	<p>Administration acknowledges the findings and the associated risks when procurement decisions do not align with the Authority's Procurement Policy.</p> <p>Through this exercise Administration has undertaken a comprehensive review of supplier cumulative spend to identify deficiencies in East Waste's procurement decisions and understand instances where adequate procurement records have not been retained.</p> <p>It is evident that Management conducts procurement processes mindfully, noting individual project expenditure and one-off purchases are consistently in line with Policy requirements. However, cumulative spend as a result of recurring purchases from trusted key suppliers through the Policy triggers an alternate procurement process, which in some cases was not implemented by Management. Other</p>
Value of purchase	Minimum procurement requirement	Applicable Procurement Method												
< 10,000	One quotation	Direct Purchasing Request for Quotations (RFQ) / Request for Expression of Interest (REOI) / Request for Tender (RFT) / Panel Contracts / Strategic Alliances												
\$10,001 - \$100,000	Three quotations	Request for Quotations (RFQ) / Request for Expressions of Interest (REOI) / Request for Tender – Open or Select / Panel contracts / Strategic Alliances												
>100,001	Open Request for Tender or EOI	Request for Expressions of Interest (REOI) / Request for Tender – Open / Panel contracts / Strategic Alliances												

below, formal documentation was not available to evidence the procurement method used or to demonstrate written approval containing the reasons for waiving the application of the procurement policy.

Supplier	Cumulative spend*	Goods / services
SUP0684	\$273,248	Temp staff to backfill truck drivers
SUP1217	\$125,127	Supply of truck tyres
SUP0658	\$84,639	Supply of spare parts
SUP0189	\$84,452	Supply of transmission and maintenance

* For the first six months of the 2024/25 FY.

streamlining procurement processes, reducing administrative burden, and enabling more timely engagement of suppliers whilst still ensuring compliance with the Procurement Policy.

purchases were deemed to be exempt from the Policy, such as specialist fleet maintenance services, however Administration acknowledges accurate records were not retained in these instances.

Whilst Administration acknowledges that there have been oversights in relation to procurement decisions, this exercise prompted a review of East Waste's Procurement Policy to ensure that it aligns to East Waste's operational requirements, as well as internal staff resourcing available to undertake procurement activities. Proposed amendments have been made and are being presented to the June Audit & Risk Management Committee and Board Meetings.

In addition, following advice of Galpins, Administration intends to periodically review cumulative supplier spend via executive management meetings to ensure appropriate procurement practices and contractual arrangements are in place. Throughout FY2026, Administration will look to formalise supplier engagements, including establishing a panel of suppliers where appropriate to streamline procurement processes.

Furthermore, as per Galpin's recommendation and to promote transparency surrounding East Waste's procurement decisions, Administration will commence reporting deviations from the Policy to the Board periodically.

2.2 GENERAL LEDGER

2.2.1 Potentially excessive access rights assigned to MYOB users

Moderate

Control

Access to General Ledger maintenance is restricted to appropriately authorised personnel.

Risk

General ledger does not contain financial information / Data contained within the general ledger is permanently lost.

Finding	Recommendations	Management Response
<p>We reviewed the list of IT users with access to key finance modules in the MYOB system. The review identified two active user accounts associated with the external accounting firm (for confidentiality, the firm's name has been replaced with 'External Accountant' and the accountant's name with 'Peter Citizen'):</p> <ol style="list-style-type: none"> User: External Accountant – account linked to a generic email address (admin@externalaccountant.com.au) and has administrator-level access. User: External Accountant Peter Citizen – account linked to the external accountant's email address (petercitizen@externalaccountant.com.au) and has access to the following modules: banking, cards, timesheets, payroll, purchases, sales and billing. 	<p>We recommend that the Authority reviews the need for maintaining User 1, which is linked to a generic email address, with administrator-level access to the MYOB system.</p> <p>We also recommend that the Authority reviews the access permissions assigned to User 2 (e.g. banking, payroll, purchases, sales) and assesses whether full access to all these modules is necessary for the user's role.</p>	<p>East Waste has reviewed user access to accounting software MYOB AccountRight, to ensure that external accounting firm Dean Newbery have appropriate access. The access level has since been restricted to 'Accountant/Bookkeeper' only.</p> <p>It was determined that additional access was granted some years ago when Dean Newbery performed payroll functions on behalf of East Waste and in oversight, was not restored to original access.</p>

APPENDIX 1 – CRITICAL INTERNAL FINANCIAL CONTROLS

USER CHARGES

Risks

- | | |
|----|---------------------------------------------------------------------------------|
| R1 | The fee charged does not reasonably reflect the value of the services provided. |
| R2 | The Authority does not apply User Pay principles consistently. |
| R3 | User pay income is either inaccurately recorded or not recorded at all. |

RISKS	Control	Control Type
R1, R2	There is a process in place to establish fees and charges (including GST treatment) which are reviewed annually and adopted by the Authority.	Core
R1	Fees and Charges register is maintained and made available to the public. Additional considerations for waste management authorities: The Authority maintains a fees and charges master file in the billing system, which can only be modified by authorised staff members.	Core
R2	There is a process in place to ensure the fees and charges are applied in accordance with those adopted in the fees and charges register. Additional considerations for waste management authorities: There is a process to ensure that fees and charges master file data in the billing system is updated on a regular basis based on contracts and/or fees and charges approved by the Board.	Core
R1, R2	There is a process in place to ensure that amounts charged are in accordance with the Authority's Fees and Charges register. Additional considerations for waste management authorities: There is a process in place to ensure that invoices are generated by the billing system in accordance with the fees and charges master file.	Core
R1, R2	There is a process in place to ensure that fee for service income is accounted for. Additional considerations for waste management authorities: There is process to ensure that billing data is accounted for in accordance with data collected by the weigh bridge (e.g. tonnages, fees and charges master file data) and reconciled to the general ledger.	Core

BANKING

Risks

- | | |
|----|-------------------------------------------------------------------------------|
| R1 | Banking transactions are either inaccurately recorded or not recorded at all. |
| R2 | Fraud (i.e. misappropriation of funds) |

RISKS	Control	Control Type
R1,R2	There is a process in place to ensure all cash collected is adequately recorded and banked regularly.	Core
R1	Access to EFT Banking system is restricted to appropriately designated personnel.	Core
R1,R2	Bank reconciliations are performed on a predetermined basis and are reviewed by an appropriate person. Any identified discrepancies are investigated.	Core

Purchasing and Procurement

Risks

- R1 The Authority does not obtain value for money in its purchasing and procurement.
- R2 Purchases of goods and services are made from non-preferred suppliers.
- R3 Purchase orders are either recorded inaccurately or not recorded at all.
- R4 Purchase orders are made for unapproved goods and services.
- R5 Supplier master file data does not remain pertinent and/or unauthorised changes are made to the supplier master file.

RISKS	Control	Control Type
R1	The Authority has a Procurement Policy that provides direction on acceptable methods and the process for procurement activities to ensure transparency and value for money within a consistent framework, with consideration of any potential conflicts of interest.	Core
R1,R2	Employees must ensure all purchases are in accordance with the Authority's Procurement Policy and approved in accordance with the Delegations of Authority and other relevant policies.	Core
R3	There is a process in place to ensure all invoices for payment are matched to relevant source documents such as purchase orders where applicable and are in line with Procurement Policy guidelines.	Core

ACCOUNTS PAYABLE

Risks

- R1 Accounts payable amounts and disbursements are either inaccurately recorded or not recorded at all.
- R2 Credit notes and other adjustments to accounts payable are either inaccurately recorded or not recorded at all.
- R3 Disbursements are not authorised properly.
- R4 Accounts are not paid on a timely basis.
- R5 Supplier master file data does not remain pertinent and/or unauthorised changes are made to the supplier master file.

RISKS	Control	Control Type
R1	Payments are endorsed by relevant staff separate to the preparer, who ensures that they are paid to the correct payee.	Core
R3	All invoices and payment requests are approved in accordance with relevant policies and/or Delegations of Authority.	Core
R1	Payments are verified to appropriate supporting documentation and are in line with Delegations of Authority.	Core
R5	Requested changes or additions to supplier masterfile are verified independently of source documentation.	Additional

CREDIT CARDS

Risks

- R1 Credit Cards are issued to unauthorised employees.
- R2 Credit Cards are used for purchases of a personal nature.
- R3 Credit Card limits are set at inappropriate levels.

RISKS	Control	Control Type
R1,R3	There is a process in place to ensure there are appropriate approvals prior to the issuing of Credit Cards and limits.	Core
R1,R2	Credit card holders sign a declaration confirming compliance with the Authority policy and procedures prior to the Credit Card being released.	Core
R2	There is a process in place to approve all credit card transactions to ensure compliance with the policies and procedures covering credit card usage.	Core
R2	Cardholders must check their statement to ensure all transactions are correct and identify any transactions of a personal nature which must be reimbursed to the Authority.	Core

PAYROLL

Risks

- R1 Payroll expense is inaccurately calculated.
- R2 Payroll disbursements are made to incorrect or fictitious employees.
- R3 Time and/or attendance data is either invalid, inaccurately recorded or not recorded at all.
- R4 Payroll master file does not remain pertinent and/or unauthorised changes are made to the payroll master file.
- R5 Voluntary and statutory payroll deductions are inaccurately processed or without authorisation.
- R6 Employees termination payments are not in accordance with statutory and enterprise agreements.

RISKS	Control	Control Type
R1	There is a process in place to ensure accurate data entry of payroll source documents.	Core
R1, R3	There is a process to ensure all overtime is verified and approved by relevant appropriate staff.	Core
R1	All calculations for generating payroll payments are verified for accuracy.	Core
R2	The payment for the payroll must be reconciled to a system generated report detailing amount and employee prior to payment.	Core
R2	There is a process to ensure an independent review of proposed payroll payments by authorised staff.	Additional
R3	Relevant staff are required to complete timesheets and/or leave forms, authorise them and have approved by the relevant supervisor.	Core

GENERAL LEDGER

Risks

R1	General Ledger does not contain accurate financial information
R2	Data contained within the General Ledger is permanently lost.

RISKS	Control	Control Type
R1	All journals, including manual entries, identify date posted, narration, author, journal and posting reference.	Core
R1,R2	Access to General Ledger maintenance is restricted to appropriately authorised personnel.	Core
R1	Reconciliation of all balance sheet accounts are completed in accordance with a schedule of review and/or procedure.	Core
R1	All balance sheet reconciliations are reviewed by a person other than the preparer at least annually.	Core
R1	Journal entry access is restricted to appropriately authorised personnel.	Core
R1	There is a process in place to review actual vs budget and significant variances investigated.	Core

9.3 Annual Review of Items Held in Confidence

Report Author Executive Administration Assistant

Attachments A: Confidential Orders Recommended to be Remade
B: Confidential Orders Recommended for Release by Acting General Manager

Purpose and Context

To provide the Board with an opportunity to review the items currently listed on the East Waste 'Register of Remaining Confidential Orders' and to remake the Orders on items deemed to be retained in confidence for a further period of time.

It is important to note this report does not provide details of the topics or items held in confidence. Should any discussion on the topics be required, the East Waste Board will need to resolve to go into confidence for each item discussed.

Recommendation

That the East Board Waste Board:

- 1. Notes that an annual review of all items held in confidence under section 91(9) of the Local Government Act 1999 has been undertaken.***
- 2. Following the annual review of the items held in confidence remakes the orders on the following items as listed in Attachment A, to Item 9.3, Ordinary Board Meeting 26 June 2025, and detailed below:***
 - a) Item 28 – Attachment – Contract Evaluation Report***
 - i. Pursuant to section 91(7) and (9) of the Local Government Act 1999, the East Waste Board orders that the confidentiality order over the subject of the Attachment to Item 9.1 of the Audit and Risk Management Committee Meeting held on 5 August 2022 concerning the Contract Evaluation Report remain confidential on the basis that disclosure of the information contained within the associated Attachment would disclose information of a commercially sensitive nature pursuant to section 90(3)(d) of the Local Government Act 1999 and will not be available for public inspection until further order.***
 - ii. This confidentiality order will be reviewed by the East Waste Board at least once in every 12 month period.***
 - iii. The General Manager is delegated authority to revoke the order in whole or part.***
 - b) Item 29 – Attachment - Tender Assessment***
 - i. Pursuant to section 91(7) and (9) of the Local Government Act 1999, the East Waste Board orders that the confidentiality order the subject of the Attachment of Item Number 9.1 of the Ordinary Board Meeting***

held on 11 August 2022 concerning the Tender Assessment remain confidential on the basis that disclosure of the information contained within the associated Attachment would disclose information relating to a tender for the supply of goods or for the provisions of services pursuant to section 90(3)(k) of the Local Government Act 1999 and will not be available for public inspection until further order.

ii. This confidentiality order will be reviewed by the East Waste Board at least once in every 12-month period.

a) The General Manager is delegated authority to revoke the order in whole or part.

c) Item 30 – Attachment - Recycling Contract

i. Pursuant to section 91(7) and (9) of the Local Government Act 1999, the East Waste Board orders that the confidentiality order the subject of the Attachment to Item Number 9.2 of the Ordinary Board Meeting held on 11 August 2022 concerning the Recycling Contract remain confidential on the basis that disclosure of the information contained within the associated Attachment would disclose information relating to a tender for the supply of goods or for the provisions or services pursuant to section 90(3)(k) of the Local Government Act 1999 and will not be available for public inspection until further order.

ii. This confidentiality order will be reviewed by the East Waste Board at least once in every 12-month period.

iii. The General Manager is delegated authority to revoke the order in whole or part.

d) Item 53 – Report, Minutes and Attachment - RFT 2025/07: Cab Chassis & Compactors

i. Pursuant to section 91 (7) and (9) of the Local Government Act 1999, the East Waste Board orders that the confidentiality order over the subject of the Report, Minutes and Attachment to Item Number 10.1 of the Ordinary Board Meeting of 21 November 2024 concerning the RFT 2025/07: Cab Chassis & Compactors remain confidential on the basis that the contract is yet to be awarded and that disclosure of the information contained within the Report, Minutes and Attachment would disclose information which could confer a commercial advantage on a person to whom is East Waste is conducting, or proposing to conduct business pursuant to section 90(3)(b) of the Local Government Act 1999 and will not be available for inspection until further order.

ii. This confidentiality order will be reviewed by the East Waste Board at least once in every 12-month period.

iii. The General Manager is delegated authority to revoke the order in whole or part

Strategic Link

Objective: 5. Provide Leadership

Strategy: 5.4 Quality & Transparent Corporate (Governance & Finance) activities.

Background

The *Local Government Act 1999* requires that subsidiary Board and Committee meetings be held in public except in special circumstances. *Section 90* of the *Local Government Act 1999* details the provisions for when a Board or Committee may order that the public be excluded from attendance at a meeting for the purposes of receiving, discussing or considering confidential information.

The Board may also order that some or all the documents and minutes associated with the item be kept confidential. In the event this occurs, the Board must specify the circumstances in which the order will cease to apply e.g. a event which will trigger release of the item from confidentiality or until further order. The Items are recorded on the 'Register of Remaining Confidential Orders'.

In some instances, the Board or Committee may delegate the power to revoke the order to an employee of the subsidiary (eg. the General Manager). In any event, in accordance with section 91(9) of the *Local Government Act 1999*, any order that operates for a period exceeding 12 months must be reviewed at least once every year. The East Waste Board last undertook a review of the 'Register of Remaining Confidential Orders' on 27 June 2024.

Discussion

East Waste seeks to conduct its business in openness and transparency in accordance with Section 90(1) of the *Local Government Act 1999* and utilises the confidentiality provisions of Sections 90(2) and 90(3) of the Act with discretion.

East Waste Administration maintains the 'Register of Remaining Confidential Orders' which outlines the information which the East Waste Board and its Committees have retained in confidence. The Committees most usually delegate the power to revoke and review confidential orders they have made to the East Waste Board.

Whilst the disclosure of confidential matters would enhance the accountability and transparency of East Waste in the performance of its powers, duties and responsibilities, the public interest has been outweighed with regard to the release of certain information at this time and the continuation of confidential orders has been recommended accordingly. The grounds for the confidentiality orders are in accordance with Section 90(3) of the *Local Government Act 1999*.

This report recommends that the East Waste Board:

- a. remakes the orders on four (4) Confidential Item as listed on Attachment A for a period until a further order is made to release the document from confidence. This is the best practice method to ensure that confidential orders are appropriately retained in confidence and are not inappropriately released from confidence when a date is reached, and if the order is not remade, released automatically to the public.
- b. notes that it is recommended that the East Waste Board, pursuant to Section 91(9)(c) of the *Local Government Act 1999*, delegates to the General Manager of East Waste the power to revoke, in whole or in part, the Confidential Orders listed on Attachment B at the time their individual orders expire.

The aim of this report is to review and remake the relevant Section 91(7) orders where appropriate, based on the reasoning provided in **Attachment A** next to each item. It is recommended that these orders be remade to ensure a clear and accurate record for the public as to the exact confidential status of each item and all its aspects (e.g. minutes, report and attachments). This report does not seek to amend any other component of the Board or Committee resolutions relating to these items.

If the Board wishes to discuss any of the items contained within **Attachments A or B**, the Board will need make orders to exclude the public with the appropriate confidential reasons to discuss each matter individually and determine if they wish to retain any matter in confidence, as at the current time, all matters regarding these items are retained in confidence and to discuss their particulars in an open Board Meeting will be in breach of section 62(4a) of the *Local Government Act 1999*.

Over the past two (2) years the Board has significantly reduced the number of confidential items it has retained on the Confidential Item Register. The annual reviews ensure that only the information which is required to be retained in confidence by the Board is kept confidential. This reduction of items being retained in confidence ensures that the decision making processes of the Board are as open and transparent as possible.

Adoption of the recommended items for release as per **Attachment B**, will reduce the number of documents held in confidence by over 76%.

ITEM 9.3 - ATTACHMENT A

REGISTER OF CONFIDENTIAL ORDERS RECOMMENDED TO BE REMADE EASTERN WASTE MANAGEMENT AUTHORITY

No.	MEETING TYPE	REPORT DATE	ITEM NO.	REPORT TITLE	SECTION NO.	ITEMS RETAINED IN CONFIDENCE	2024 REVIEW (June)	2025 REVIEW (June)
28	Audit & Risk Management	05/08/2022	9.1	CONTRACT EVALUATION REPORT	90 (3)(k)	Attachment	<p>Recommendation: Retain the attachment in confidence for a further period of 12 months, prior to reviewing.</p> <p>Reasoning: Information contained within the attachment remains commercially sensitive and could materially impact on the recycling processing tender process to be undertaken within the next 12 months.</p>	<p>Recommendation: Retain the attachment in confidence for a further period of 12 months, prior to reviewing.</p> <p>Reasoning: Information contained within the discussion remains commercially sensitive and could materially impact on the recycling processing tender process to be undertaken within the next 12 months.</p>
29	Board	08/11/2022	9.1	TENDER ASSESSMENT	90(3)(k)	Attachment	<p>Recommendation: Retain the attachment as confidential for a further period of 12 months, prior to reviewing.</p> <p>Reasoning: Information contained within the discussion remains commercially sensitive and could materially impact on the recycling processing tender process to be undertaken within the next 12 months.</p>	<p>Recommendation: Retain the attachment and discussion as confidential for a further period of 12 months, prior to reviewing.</p> <p>Reasoning: Information contained within the attachment remains commercially sensitive and could materially impact on the recycling processing tender process to be undertaken within the next 12 months.</p>

30	Board	08/11/2022	9.2	RECYCLING CONTRACT	90(3) (k)	Attachment	<p>Recommendation: Retain the attachment as confidential for a further period of 12 months, prior to reviewing.</p> <p>Reasoning: Information contained within the discussion remains commercially sensitive and could materially impact on the recycling processing tender process to be undertaken within the next 12 months.</p>	<p>Recommendation: Retain the attachment as confidential for a further period of 12 months, prior to reviewing.</p> <p>Reasoning: Information contained within the attachment remains commercially sensitive and could materially impact on the recycling processing tender process to be undertaken within the next 12 months.</p>
53	Board	21/11/2024	10.1	RFT 2025/07: Cab Chassis & Compactors	90(3)(b)	Report, Minutes and Attachment	Not reviewed	<p>Recommendation: Retain the minutes, report and attachment as confidential for a further period of 12 months, prior to reviewing.</p> <p>Reasoning: The contract is yet to be awarded</p>

**REGISTER OF CONFIDENTIAL ORDERS RECOMMENDED FOR RELEASE
EASTERN WASTE MANAGEMENT AUTHORITY**

No.	MEETING TYPE	REPORT DATE	ITEM NO.	REPORT TITLE	SECTION NO.	ITEMS RETAINED IN CONFIDENCE	2024 REVIEW (June)	2025 REVIEW (June)
1	Board (Special)	01/07/2021	9.1	CONSTITUENT COUNCIL DIRECTION	90(3)(d)	Report, minutes, attachment(s)	Recommendation: Retain the Report and Attachments as confidential for a further period of 12months, prior to reviewing. Reasoning: Information contained within the Report, discussion and attachments remains legally and commercially sensitive. Legal advice sought suggests retaining in confidence.	Recommendation: Release Reasoning: No commercial sensitivity remains
2	Board (Special)	08/07/2021	9.1	CONTRACT MATTER	90(3)(d)	Report, minutes, attachment(s)	Recommendation: Retain the Report and Attachments as confidential for a further period of 12months, prior to reviewing. Reasoning: Information contained within the Report, discussion and attachments remains legally and commercially sensitive. Legal advice sought suggests retaining in confidence.	Recommendation: Release Reasoning: No commercial sensitivity remains
3	Board (Special)	22/07/2021	9.1	CONTRACT MATTER	90(3)(d)	Report, minutes, attachment(s)	Recommendation: Retain the Report and Attachments as confidential for a further period of 12months, prior to reviewing. Reasoning: Information contained within the Report, discussion and attachments remains legally and commercially sensitive. Legal advice sought suggests retaining in confidence.	Recommendation: Release Reasoning: No commercial sensitivity remains
4	Board	30/9/2021	9.4	LEGAL MATTER	90(3)(h)	Report, attachment(s), minutes	Recommendation: Retain the Report and Attachments as confidential for a further period of 12months, prior to reviewing. Reasoning: Information contained within the Report, discussion and attachments remains legally and commercially sensitive. Legal advice sought suggests retaining in confidence.	Recommendation: Release Reasoning: No commercial or legal sensitivity remains
5	Board	25/11/2021	9.2	VERBAL UPDATE: ORGANICS CONTRACT MATTER	90(3)(k)	Minutes	Recommendation: Retain the Report and Attachments as confidential for a further period of 12months, prior to reviewing. Reasoning: Information contained within the Report, discussion and attachments remains legally and commercially sensitive. Legal advice sought suggests retaining in confidence.	Recommendation: Release Reasoning: No commercial sensitivity remains

No.	MEETING TYPE	REPORT DATE	ITEM NO.	REPORT TITLE	SECTION NO.	ITEMS RETAINED IN CONFIDENCE	2024 REVIEW (June)	2025 REVIEW (June)
8	Board	24/02/2022	9.4	LEGAL MATTER RESOLUTION	90 (3)(h)	Report, attachment(s), minutes	Recommendation: Retain discussion as confidential for a further period of 12 months, prior to reviewing. Reasoning: Information contained within the discussion remains legally and commercially sensitive and the matter is ongoing.	Recommendation: Release Reasoning: No commercial or legal sensitivity remains
24	Board	06/23/2023	9.1	REVIEW OF CONFIDENTIAL ORDERS	90(3)(b)	Attachment A to the Report	Recommendation: Retain the attachment and discussion as confidential for a further period of 12 months, prior to reviewing. Reasoning: Information contained within the discussion remains legally and commercially sensitive and the matter is ongoing.	Recommendation: Release Reasoning: No commercial or legal sensitivity remains
43	A&RMC	20/06/24	10.1	Supply of Compostable Bags Contract	90(3)(d)(i) and (ii)	Report and minutes	Not previously reviewed.	Recommendation: Release Reasoning: No commercial sensitivity remains
44	Board	27/06/2024	10.1	Tender for Bin Supply and Maintenance	90(3)(d)(i) and (ii)	order of the East Waste Board.	Not previously reviewed.	Recommendation: Release Reasoning: No commercial sensitivity remains
47	Board	26/9/2024	10.1	RFT 2024/05: Municipal Solid Waste Processing/Disposal Tender Evaluation Report	90(3)(d)(i) and (ii)	Report, attachment, discussion and minutes	Not previously reviewed.	Recommendation: Release Reasoning: No commercial sensitivity remains
48	Board	26/9/2024	10.2	Draft Fleet Asset Management Plan & Strategy	90(3)(d)(i) and (ii)	Appendix 1 within Attachment A	Not previously reviewed.	Recommendation: Release Reasoning: No commercial sensitivity remains
49	Board	26/9/2024	11.1	Resignation of General Manager East Waste	90(3)(a)	Minutes	Not previously reviewed.	Recommendation: Release Reasoning: The matter has been finalised
52	Board	21/11/2024	10.3	Appointment of Independent Consultant	90(3)(b)	Minutes, report and attachment	Not previously reviewed.	Recommendation: Release Reasoning: No commercial sensitivity remains
54	Board	21/11/2024	10.2	RFQ 2025-01: Provision of Internal Audit Services Evaluation Report	90(3)(d)	Minutes, report and attachment.	Not previously reviewed.	Recommendation: Release Reasoning: No commercial sensitivity remains

9.4 Proposed Diversity and Inclusion Policy

Report Author Executive Administration Officer

Attachments A: Proposed East Waste Diversity and Inclusion Policy

Purpose and Context

To present the East Waste Board an opportunity to review and provide feedback on the proposed Diversity and Inclusion Policy prior to adoption.

Recommendation

That the East Waste Board:

- 1. adopts the proposed Diversity and Inclusion Policy (Attachment A, Item 9.4, Ordinary Board Meeting 26 June 2025).***
- 2. authorises Administration to make minor technical and formatting changes to the Diversity and Inclusion Policy.***

Strategic Link

Objective 5. Provide Leadership

Strategy 5.3 Invest in our people.

Background

At the meeting held 29 February 2024, the East Waste Board resolved in confidence to endorse a recommendation from the General Manager Performance Review Committee (GMPRC) for a series of Key Performance Indicators (KPI's) for the General Manager, to be completed by 30 June 2024. One of the KPI's was to generate a Diversity Metric for the Organisation.

On further discussion with the then General Manager, the GMPRC was of the opinion that while the establishment of a diversity metric (or for that matter a series of metrics) is one way of addressing diversity, the setting of metric(s) in itself runs the risk of being discriminatory, holistically ineffective and/or limiting the organisation.

Considering this, a Diversity and Inclusion Policy (Policy) was proposed, which if adopted, would provide a broader and more diverse, inclusive approach across the organisation. The Policy was initially presented to the Audit & Risk Management Committee in June 2024, with the Committee resolving as follows:

That consideration of the proposed Diversity & Inclusion Policy be adjourned to the next meeting of the Audit & Risk Management Committee in order for Administration to undertake further refinement of the policy and incorporate an appropriate diversity metric to assist in the performance measurement of the Policy.

The Policy was further refined and presented to the East Waste Board at its meeting of 26 September 2024 with the Board resolving as follows:

That the draft Diversity & Inclusion Policy be reviewed in accordance with the feedback provided by the East Waste Board and presented to the Board for consideration at the November 2024 meeting.

The proposed Policy was further amended and presented to the Audit & Risk Management Committee Meeting of 13 of November 2024 with the Committee resolving:

That the Audit & Risk Management Committee recommend the proposed Diversity and Inclusion Policy (Attachment A, Item 9.7, Audit & Risk Management Committee Meeting 13 November 2024) be referred to the East Waste Board Working Party for review.

An informal working party was established. However, as of this date the working party has not convened and since then a member of the working party has resigned from the Board. Given, the outstanding nature of the Policy, the proposed Policy has been redrafted in its entirety for consideration and comment by the East Waste Board prior to adoption.

While the proposed Diversity and Inclusion Policy was listed on the agenda of the Audit & Risk Management Committee meeting of 18 June 2025, the Committee was unable to consider the matter as the Committee had become inquorate. Recognising the drawn-out process in considering this matter, the remaining Committee members provided guidance to Administration which has been incorporated into the content of the proposed Policy.

Report

In preparing the draft Policy, Administration was mindful of promoting diversity and inclusion in a way that is fair and equitable to all, ensuring that no individual or group is inadvertently disadvantaged or perceived to receive undue preferential treatment.

The proposed Diversity and Inclusion Policy (**Attachment A**) states East Waste's commitment to Diversity and Inclusion by '*Embracing a workplace culture of diversity and inclusion enables employees to feel safe and valued, leading to greater employee engagement, satisfaction, innovation and productivity*'.

This will be achieved through the following mechanisms, each of which is detailed in the content of the proposed Policy:

1. Uplifting capabilities
2. Attraction and retention of employees
3. Pay equity
4. Prohibited Conduct

It is proposed that diversity and inclusion activities undertaken in the financial year will be included within East Waste's Annual Report to provide accountability to our commitment to progress our diversity and inclusion objectives and commitments.

Conclusion

The proposed Diversity and Inclusion Policy is contemporary and is a strong active statement of the organisation's commitment to advance diversity and inclusion across all aspects of the business.

Diversity and Inclusion Policy

1. Introduction

- 1.1. The East Waste workforce encompasses individuals with a range of backgrounds, skills, and experiences that enrich our organisation, benefit our customers, and other key partners. We believe in the strength that arises from the variety of perspectives we embrace, whether rooted in distinct cultures or unique backgrounds and thought processes.
- 1.2. Our commitment to diversity and inclusion extends to all areas of our business and at all levels of our organisation. This includes recruitment, selection and appointment to roles, training and development, remuneration and reward, retention of employees, forms of leave and flexible working arrangements, succession planning and company policies and procedures.
- 1.3. Inclusion at East Waste relates to ensuring the working environment is one where differences are actively explored to improve business outcomes, and create a sense of belonging, trust, respect, and safety for all individuals.

2. Scope

- 2.1. This policy applies to all employees, contractors and consultants employed by the Eastern Waste Management Authority (East Waste).

3. Definitions

- 3.1. **Diversity** includes characteristics such as age, ethnicity, gender, intellectual and/or physical ability, cultural background, sexual orientation, gender identity, or intersex status. Diversity also refers to less visible aspects, such as education, socioeconomic background, faith, marital status, family responsibilities, thinking styles, experience and work styles.
- 3.2. **Inclusion** is the way an organisation's culture, values, workplaces and behaviours make a person feel valued, included and able to participate fully. It relates to a work environment where all people are treated fairly and respectfully, with equality of opportunity.
- 3.3. **Discrimination** occurs when a person, or a group of people, are treated less favourably than another person or group because of their background or certain characteristics. This is known as '*direct discrimination*'.

4. Policy Statement

- 4.1. Embracing a workplace culture of diversity and inclusion enables employees to feel safe and valued; leading to greater employee engagement, satisfaction, innovation and productivity.

East Waste achieves this by:

4.2. **Uplifting Capabilities**

- 4.2.1 uplifting the capabilities (mindsets, knowledge, skills, and behaviours) of our people and leaders to improve inclusion. This includes training for managers as well as broader training and education for the general workforce, including recognition of days of significance.
- 4.2.2 treating everyone fairly and equitably and acknowledging our employees have a wealth of knowledge, skills and capabilities. We consistently demonstrate appropriate workplace behaviours; we listen, engage, and understand our employees and respond appropriately to their individual needs and changing circumstances.
- 4.2.3 East Waste is committed to eliminating unlawful discrimination, workplace bullying, sexual harassment and victimisation through modelling inclusive leadership, and promoting an inclusive and respectful workplace culture.

4.4 **Attraction and Retention**

- 4.4.1 It is an objective of East Waste to ensure the East Waste workforce is gender diverse, including, in relation to individuals in management positions, and leadership positions.
- 4.4.2 East Waste is committed to ensuring the recruitment and selection of any prospective employees is fair, void of any 'bias' and is conducted through a merit-based, transparent, and inclusive process.
- 4.4.3 East Waste will ensure all employees are informed of all internal promotion and/or any other selection opportunities, and that recruitment for these opportunities will be conducted fairly, on the basis of merit, and against an objective criteria.

4.5 **Pay Equity**

- 4.5.1 The remuneration paid to East Waste employees performing the same work will be equal.
- 4.5.2 An remuneration review process will be conducted periodically to identify pay equity gaps and establish action plans to address any differences.

4.6 **Prohibited Conduct**

- 4.6.1 East Waste ensures that our operations are conducted safely, and that the workplace has a zero tolerance of discrimination, harassment, bullying and other unacceptable behaviours.
- 4.6.2 We facilitate a culture where our people feel safe to speak up about inappropriate behaviours.

4.6.3 Please refer to East Waste's Behaviour Standards Policy for detailed information in relation to the conduct expected of employees and other workplace participants.

4.7 Measurement and Reporting

4.7.1 A 'Diversity Report' listing activities undertaken during the financial year, will be included in our Annual Report to provide accountability to our commitment to progress our diversity and inclusion objectives and commitments.

5 Legislation

Age Discrimination Act 2004 (Cth)

Australian Human Rights Commission Act 1986 (Cth)

Disability Discrimination Act 1992 (Cth)

Local Government Act 1999 (SA)

Racial Discrimination Act 1975 (Cth)

Sex Discrimination Act 1984 (Cth)

Work Health and Safety Act 2012 (SA)

6 Related Documents

Behavioural Standards Policy

Sexual Harassment Policy

7 Review

This Policy will be reviewed on a four yearly basis, unless legislative change triggers an earlier review date.

Signed _____
General Manager

Signed _____
Chair of East Waste Board

Date ____/____/____

Date ____/____/____

8 Document History

Version No:	Issue Date:	Description of Change:
1.0		New Document, June 2025

9.5 Review of Procurement Policy

Report Author Acting General Manager

Attachments A: Current Procurement Policy

B. Revised Procurement Policy

Purpose and Context

East Waste's Procurement Policy (**Attachment A**) has undergone a scheduled review and is presented to the East Waste Board for consideration and comment prior to adoption. The revised Procurement Policy is presented as (**Attachment B**) to this report.

Recommendation

The East Waste Board:

1. ***adopts the revised Procurement Policy (Attachment B, Item 9.5, Ordinary Board Meeting, 26 June 2025.***
2. ***authorises Administration to make changes of a minor technical or formatting nature to the Procurement Policy.***

Strategic Link

Objective 5. Provide Leadership

Strategy 5.4 Quality and transparent Corporate (Governance and Financial) activities.

Background

East Waste's current Procurement Policy was first adopted in 2018 and was most recently reviewed in May 2022.

Section 125(1) of the *Local Government Act 1999* (the Act) provides that councils must ensure appropriate policies, practices and procedures of internal control are implemented and maintained to assist council to carry out its activities in an efficient and orderly manner to achieve its objectives, to ensure adherence to management policies, to safeguard the council's assets and to secure, as far as possible, the accuracy and reliability of council records.

Section 125 (2) requires that policies of internal control must be in accordance with the *Better Practice Model – Internal Financial Controls*.

Being a regional subsidiary of eight councils it is considered good governance and prudent financial management for the same principles to be applied to East Waste's Procurement Policy. Accordingly, the Procurement Policy has been reviewed to align with LGA Procurement's model Procurement Policy.

The revised policy also includes recommendations made by East Waste's External Auditor, Galpins as proposed in the External Audit undertaken in April 2025.

The revised Policy was listed as an item of business on the agenda of the Audit and Risk Committee Meeting of 18 June 2025. However, the Committee became inquorate before being able to consider this matter, the remaining Committee members provided feedback on the revised Policy to Administration for consideration prior to the revised Policy being presented to the East Waste Board.

Discussion

The Policy has been updated to the new corporate style and to a large degree the framework of the existing Policy remains the same with the content updated to reflect legislative requirements, recommendations from East Waste's auditors and standard practice.

The changes to the existing Policy have not been tracked, rather they have been detailed below:

Clause 1 - Introduction

The Purpose clause has been simplified and renamed Introduction as the content relates to the legislation and requirements of the East Waste Charter (the Charter) which underpin the Policy.

Clause 2 - Scope

The Scope of the revised Policy has been expanded to include procurement matters to which the Policy does not relate.

Clause 3 – Procurement Glossary

The Glossary is a new inclusion and defines words and terminology used to describe matters throughout the Policy to provide consistency and common understanding for all policy users.

Clause 4 – Policy Principle

The revised Policy principle states East Waste's commitment to maintaining fair, transparent and competitive purchasing and contracting practices achieving optimum value for money outcomes aligned to East Waste's strategic objectives, expectations of the community and the requirements of any funding sources.

The existing Policy Principles have been reframed as Procurement Objectives and are detailed in the next clause of the revised Policy.

Clause 5 - Procurement Objectives

In line with LGA Procurement's model Procurement Policy, the Policy Principles have been renamed as Policy Objectives. The following objectives are set out in the revised Policy:

- Objective 1 – Open and fair competition
- Objective 2 – Value for money
- Objective 3 – Probity, accountability and transparency
- Objective 4 – Ethical behaviour and fair dealing
- Objective 5 – Identification and management of risk

- Objective 6 – Environmental sustainability
- Objective 7 – Local economic benefit (new)
- Objective 8 – Effective management of the end-to-end procurement lifecycle (new).

Clause 6 - Procurement Thresholds

Approvals Required has been renamed *Procurement Thresholds* and sets out appropriate procurement thresholds taking into account the requirements of the Charter and East Waste's Register of Delegations. Procurements are to be made in accordance with the financial thresholds set out in *Appendix 1 – Approach to Market*.

The updated thresholds have been revised in response to changes in market pricing and procurement best practices. These adjustments ensure that procurement processes remain fit for purpose while aligning with the financial authority levels assigned to staff within East Waste's Delegations Register.

Clause 7 - Cumulative Spend

Cumulative Spend is a proposed clause in the revised Policy. Cumulative spend shall be monitored biannually by East Waste to determine whether the appropriate procurement process has been undertaken and/or an alternative procurement method is required to be undertaken to comply with the Policy.

Clause 8 - Procurement Method

This clause of the proposed Policy has been simplified by the inclusion of the Procurement Glossary at clause 3 and the inclusion of *Appendix 1 – Approach to Market* which highlights appropriate procurement methodologies given the delegated financial constraints and the requirement to demonstrate commitment to the principle of the revised Policy.

Clause 9 - Exemptions from this Policy

Clause 9 of the revised Policy sets out occasions such as emergencies, or procurements in which a tender process will not necessarily deliver best outcome for East Waste and other market approaches may be more appropriate. This includes when there are timing constraints and where the supply market is known.

Further exemptions are listed in *Appendix 2 – Exemptions from Procurement Policy*. A desktop review of council's Procurement Policies found that these are commonly listed exemptions.

Conclusion

The revised Procurement policy is based on LGA Procurement's model Procurement Policy and is presented to East Waste Board for consideration.

PROCUREMENT POLICY



Type	Policy
Category	Finance
Policy Number	003
First Issued/Adopted	February 2018
Minutes Reference	5 May 2022
Review Period	36 months
Last Reviewed	May 2022
Next Review	May 2025
Applicable Legislation	<ul style="list-style-type: none"> • <i>Local Government Act 1999</i>
Related Documents	<ul style="list-style-type: none"> • Prudential Review Policy • East Waste Charter
Consultation Undertaken	<ul style="list-style-type: none"> • Audit & Risk Committee
Responsible Officer	Manager Business Services

SIGNED:



General Manager

Date: 5/05/2022



Chairperson

Date: 5/05/2022

Purpose

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

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

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

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

Policy Objective

East Waste aims to achieve advantageous procurement outcomes by:

- 2.1 enhancing value for money through fair, competitive, non-discriminatory procurement;
- 2.2 promoting the use of resources in an efficient, effective and ethical manner;
- 2.3 making decisions with probity, accountability and transparency;
- 2.4 aligning procurement with the goals, values and key performance indicators of the East Waste Strategic Plan including circular economy principles.
- 2.5 advancing and/or working within East Waste's economic, social and environmental policies;
- 2.6 providing reasonable opportunity for competitive local businesses to supply to East Waste;
- 2.7 appropriately managing risk; and
- 2.8 ensuring compliance with all relevant legislation.

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Policy Scope

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

Policy Principles

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

- 4.1 Encouragement of open and effective competition;
- 4.2 Obtaining Value for Money
 - 4.2.1 Value for Money involves obtaining goods, works or services for East Waste that best meet the end user's needs at the lowest total cost with the minimal level of acceptable contractual risk;
 - 4.2.2 Value for Money is not restricted to price alone; and
 - 4.2.3 An assessment of value for money must include, where possible, consideration of fitness for purpose, fair market prices, local economic development and whole of life costs;
- 4.3 Probity and Ethical Behaviour
 - 4.3.1 East Waste will not use or disclose information that confers unfair advantage, financial benefit or detriment to a supplier; and
 - 4.3.2 East Waste employees engaged in purchasing should always undertake their duties in a professional, ethical, honest and impartial manner, act responsibly and exercise sound judgement by observing the highest standards of integrity and professional conduct in line with the *East Waste Behaviour Standards Policy*.
- 4.4 Accountability and Transparency
 - 4.4.1 Accountability in procurement means being able to explain and evidence what has happened. An independent third party must be able to see clearly that a process has been followed and that the process is fair and reasonable;
 - 4.4.2 East Waste's Instrument of Sub-delegations define the limitations within which employees are permitted to operate. The sub-delegations ensure accountability and provide confidence to East Waste and the public that purchasing activities are dealt with at the appropriate level. As such, East Waste has delegated responsibilities to employees relating to the expenditure of funds for the purchase of goods and services and the acceptance of tenders; and
 - 4.4.3 Employees involved in procurement activities must be able to account for their decisions and provide evidence or feedback where required.
- 4.5 Ensuring compliance with all relevant legislation
 - 4.5.1 Purchasing activities are to be conducted in accordance with legislative and common law responsibilities. These include but are not limited to the *Local Government Act 1999*, *Competition and Consumer Act 2010*, the *Independent Commissioner Against*

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Corruption Act 2012, the Freedom of Information Act 1991, National Competition Policy and other relevant legislation, industrial awards and agreements and international trade agreements.

4.6 Work, Health & Safety

4.6.1 East Waste will only engage suppliers and/or contractors who are able to maintain a level of WHS that is in accordance with East Waste's WHS Policies and Procedures, and any additional requirements specified in terms and conditions of contractual arrangements.

4.7 Sustainable & Social Procurement

4.7.1 Sustainable and Social procurement is defined as a process whereby East Waste meets its procurement needs in a way that achieves value for money on a whole-of-life and holistic basis in terms of generating benefits not only to the organisation, but also to our Member Councils, the community (including diversity and inclusion), the economy and the environment in line with applicable strategic / business plans.

4.8 Environmental Preference

Where appropriate, East Waste will seek to:

4.8.1 Promote the purchase of environmentally friendly goods and services that satisfy value for money criteria;

4.8.2 Align East Waste's procurement activities with principles of ecological sustainability and the circular economy framework;

4.8.3 Purchase recycled and environmentally preferred products;

4.8.4 Integrate relevant principles of waste minimisation and energy;

4.8.5 Encourage the development of products and services which have a low environmental impact;

4.8.6 Provide leadership to business, industry and the community in promoting the use of environmentally sensitive goods and services.

Approvals Required

5.1 Any procurement, must be undertaken in accordance with East Waste's Instrument of Sub-delegations.

5.2 No goods, works or services may be procured unless they form part of a budget which has been formally approved by the East Waste Board. Expenditure that does not form part of an approved budget may not be incurred or committed without formal approval of the East Waste Board.

5.3 Expenditure authorities, as outlined in East Waste's Instrument of Sub-delegations, are to be exercised by the appropriate delegate prior to commencing with the procurement process.

5.4 Where possible, the requisitioning authority and authorising authority for the procurement of goods, works or services must not be exercised by the same delegate, with the exception of the General Manager, where in circumstances due to the size of the Organisation, this is not practical.

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Methods of Procurement

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

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

6.1 *Direct Purchasing*

- 6.1.1 This is where East Waste purchases from a single source, without first obtaining competing bids.
- 6.1.2 This method may be suitable for low value, low risk goods and services or where the supplier has a successful service history with East Waste or where the supplier has particular expertise required by East waste, for instance in the case of a consultant or professional services provider.

6.2 *Request for Quotations (RFQ)*

- 6.2.1 This is where East Waste obtains written quotations from prospective suppliers.
- 6.2.2 Generally, a minimum of three written quotations are sought.
- 6.2.3 This method may be suitable for simple, largely price-based purchases.

6.3 *Requests for Expressions of Interest (REOI)*

- 6.3.1 This is where East Waste issues an open invitation for the proposed acquisition of goods, works or services.
- 6.3.2 This method may be used where is potentially a large market for the proposed goods and/or service, and East Waste would like to be able to prepare a short list of suppliers to then invite to participate in a tender process.

6.4 *Request for Tender (RFT)*

- 6.4.1 This is where East Waste issues a tender for proposed goods, works or services.
- 6.4.2 East Waste may issue a 'Select' Request for Tender where it has already issued a REOI, or where it has reasonable grounds for only dealing with a select group of potential suppliers.
- 6.4.3 Otherwise, East Waste may issue an 'Open' Request for Tender.

6.5 *Panel contracts*

- 6.5.1 This is where East Waste establishes panel arrangements with a select group of suppliers – generally, this occurs once East Waste has completed its appointment of such suppliers in accordance with this Policy, and can include either:
 - 6.5.1.1 a standing offer from a pool of suppliers for the provision of goods and services on agreed terms; or
 - 6.5.1.2 the prequalification of certain suppliers who may or may not be engaged on terms to be agreed.

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

6.6 *Strategic alliances*

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

- 6.6.1.1 LGA Procurement;
- 6.6.1.2 Procurement Australia;
- 6.6.1.3 State Government Contracts;
- 6.6.1.4 an East Waste Member Council.

Minimum Procurement Requirements

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

7.1 *Value of the Purchase*

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

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

**Quotations – must be received in writing.

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Delegated Purchasing Authority

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

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

Records

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

Exemptions From This Policy

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

Procurement Procedures

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

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

Procurement Policy

1. Introduction

1.1. This Policy establishes the overarching framework for how procurement activities are conducted at East Waste. It reflects East Waste's commitment to:

- Ensuring procurement is undertaken with integrity, transparency, and accountability to all stakeholders.
- Promoting a consistent, fair, and equitable approach to procurement across the organisation.
- Achieving best value outcomes that support East Waste's operational needs and strategic objectives.
- Engaging suppliers and contractors in a manner that fosters trust, competition, and collaboration.

The Policy guides all staff involved in procurement to uphold high standards of probity and professionalism while enabling East Waste to make informed, responsible, and value-driven purchasing decisions.

2. Scope

2.1. This Policy applies to all procurement activities undertaken in the acquisition of goods or services on behalf of East Waste, while giving due regard to financial thresholds, whether solicited by East Waste or the result of an unsolicited proposal and whether transacted via a trading account or East Waste expense card.

2.2. This Policy does not cover:

- non-procurement expenditures such as sponsorship, grants, funding arrangements, donations and employment agreements.
- real property acquisitions of land, buildings or structures.
- the disposal of land and other assets.

3. Procurement Glossary

In this Policy, unless a contrary intention appears, definitions have the following meaning:

Agreement	An agreement between two or more authorised persons on behalf of their organisations to perform or not perform a specific act that is
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	enforceable in law. An agreement may be verbal, written or inferred by conduct.
Approach to market	A general collective term used to describe an invitation to suppliers to provide quotes, proposals, expressions or registrations of interest or tender responses
Contractor	Is an individual or organisation that is formally engaged to provide goods or services for or on behalf of an entity. This definition does not apply to casual, fixed-term or temporary employees directly employed by the entity.
Direct purchase	Procurement process undertaken by directly approaching and negotiating with one supplier or contractor without testing the market. This method is generally only appropriate for low value and low risk goods and services.
Emergency situation	A situation where East Waste is required to remedy or make good damage incurred to property from a natural or man-made incident. The General Manager has the authority to act in an Emergency Situation. Goods and services in these instances may be purchased from a supplier or contractor without reference to the financial limitations provided in this Policy.
Expression of Interest (EOI)	Used to identify suppliers and contractors interested in, and capable of, delivering the required goods or services. Potential suppliers and contractors are asked to provide information on their capability and capacity to do the work. It is usually the first stage of a multi-stage procurement process.
Goods	A physical or tangible item that does not include a labour component
Lifecycle cost	The total cost of an item or system over its full life. It includes the cost of development, production, ownership (operation, maintenance, support), and disposal, if applicable. Also referred to as whole of life cycle cost or total cost of ownership.
Local supplier	A supplier or contractor which is beneficially owned by persons who are residents or ratepayers of a Constituent Council, or has its principal business within the Constituent Council's area, or a business that substantially employs persons who are residents or ratepayers.
Probity	Uprightness, honesty, proper and ethical conduct and propriety in dealings. It is often also used in government in a general sense to mean good process.
Procurement	A series of activities that are undertaken when purchasing goods and services, based on three key phases: planning, purchasing and contract management

Procurement process	The step-by-step process for the planning, establishment and contract management of small and large acquisitions.
Purchase order	The official document used by East Waste to record its commitment to purchase goods and/or services. It contains advice to the supplier of East Waste's standard terms and conditions for the purchase
Purchasing	The process by which an organisation contracts with another party to obtain the goods and services required to fulfil its business objectives.
Quotation/quote	An offer to supply goods and/or services, usually in response to an invitation to supply known as a request for quotation. Often used interchangeably with proposal, tender, bid and offer.
RFQ	A written process of inviting offers to supply goods and/or services involving simple documentation and a limited number of potential suppliers or contractors.
RFT	An invitation to supply or a request for offer against a set of clearly defined and specified requirements. Invitees are advised of all requirements involved including the conditions of participation and proposed contract conditions.
Services	The performance of a task, duties or work for another, by an individual or an organisation, which normally involves the provision of labour and/or professional services.
Strategic Alliance	This is where East Waste undertakes procurement through contract arrangements already established and administered by other organisations, which may include: <ul style="list-style-type: none"> • 6.6.1.1 LGA Procurement; • 6.6.1.2 Procurement Australia; • 6.6.1.3 State Government Contracts; • 6.6.1.4 an East Waste Member Council.
Supplier	A person or entity that provides goods or service to East Waste.
Total cumulative spend	The total expenditure with a supplier or contractor or a number of suppliers or contractors over a set time period providing similar goods or services of an ongoing nature
Value for money	Achieved in procurement by finding the optimum balance of financial and non-financial factors including whole of life cost (lifecycle cost).

4. Policy Principle

- 4.1. East Waste is committed to maintaining fair, transparent and competitive purchasing and contracting practices achieving optimum value for money outcomes aligned to East Waste's strategic objectives, expectations of the community and the requirements of any funding sources.

5. Procurement objectives

5.1. Objective 1 – Open and fair competition

East Waste is committed to achieving value for money through its procurement processes, while also supporting a range of broader objectives, including environmental sustainability, social responsibility, local economic development, innovation, and ethical conduct. These objectives will be clearly defined and, where relevant, incorporated into procurement activities through appropriate evaluation criteria and weightings to ensure a transparent, equitable, and outcomes-focused approach.

- 5.1.1 There is reasonable access for all suitable and competitive suppliers and contractors to East Waste's business.
- 5.1.2 Where market circumstances limit competition, procurement activities recognise this, and associated methodology takes account of it.
- 5.1.3 Adequate, identical, and timely information is provided to all suppliers and contractors to enable them to quote or tender.

5.2. Objective 2 - Value for money

Value for money outcomes can be achieved through balanced consideration of financial and non-financial factors relevant to the procurement.

The following factors should be considered:

- The contribution to East Waste's long-term plan and strategic direction.
- Any relevant direct and indirect benefits to East Waste, both tangible and intangible.
- The performance history, quality and scope of services, and support of each prospective supplier and contractor.
- Fit for purpose of the proposed goods or service.
- Whole of life costs including acquiring, using, maintaining and disposal.
- East Waste's internal administration costs.
- Technical compliance issues and costs.
- Risk exposure and WHS considerations.
- Prevailing market forces and trends.
- The value of any associated environmental benefits.
- Local economic development and social inclusion.
- Trade-in values.
- Other relevant matters identified in specific procurement process documentation.

5.3. Objective 3 - Probity, accountability and transparency

All procurement shall be undertaken in a manner that ensures:

- Clearly established roles and responsibilities.
- Appropriate record keeping and documentation.
- Interests in matters are disclosed and managed appropriately.
- Integrity through transparency of process and documentation of decisions made.
- Adherence to relevant legislation, policy, and procedure.
- Identification and management of actual or potential conflicts of interest. and
- Confidentiality of all commercial information.

5.4. **Objective 4 – Ethical behaviour and fair dealing**

All employees involved in procurement activities are to:

- Behave with impartiality, fairness, openness, integrity, and professionalism.
- Provide all suppliers and contractors with equal opportunity to supply to East Waste.
- Establish clear and easy to understand documentation requirements, evaluation criteria and methodology.
- Provide consistent processes and constructive feedback on decisions upon request from suppliers and contractors. and
- Ensure effective communication and provision of information to all suppliers and contractors.

5.5. **Objective 5 – Identification and management of risk**

The Risk Assessment process should consider financial, supply, business, legal, management, reputations, probity, work health and safety, environmental, public safety, political and sensitive risks.

Risks relating to the procurement process may include:

- Procurement of unsuitable product or service.
- Funding (e.g. internal & external, impact on long term financial plan).
- Probity failure.
- Inappropriate or inadequate specification.
- Negotiation of agreement terms/failure to agree to terms.
- Actual or perceived breach of probity/confidentiality.
- Lack of responses/limited supplier participation. and
- Evaluation processes.

Risks relating to the engagement of the product/service provider may include:

- Supplier capability/capacity/availability.
- Agreement management/supervision.
- Price variations.
- Agreement disputes.
- Unauthorised change in scope of work.

5.5.1 **Risk Assessment**

East Waste employees will ensure that appropriate practices and procedures of internal control and risk management are in place for its procurement activities, including risk identification, assessment, and implementation of controls in accordance with East Waste's Risk Management Framework.

5.6. Environmental Sustainability

East Waste promotes environmental sustainability through its procurement activities and will consider the purchase of environmentally sustainable goods and services that satisfy the value for money criteria by:

- Purchasing recycled and environmentally preferred products where appropriate.
- Adopting purchasing practices which conserve natural resources.
- Aligning the East Waste's procurement activities with principles of ecological sustainability.
- Selecting products and services which have lower environmental impacts across their life cycle compared with competing products and services.
- Integrating relevant principles of waste minimisation and conservation of energy.
- Provide leadership to business, industry, and the community in promoting the use of environmentally sensitive goods and services.
- Fostering the development of products and services which have a low environmental impact.

5.7. Local Economic Benefit

East Waste will endeavour to, at its discretion and to the full extent permitted by law, support local suppliers by:

- Promoting to local and regional businesses opportunities to supply to East Waste.
- Giving preference to local business.
- Considering economic and social inclusion elements such as employment creation and training opportunities specifically within the East Waste service area.

5.8. Effective management of the end-to-end- procurement lifecycle

The procurement lifecycle includes all of the steps and tasks within the procurement process, from needs identification and data gathering to contract management, delivery of goods or services and relationships with suppliers and contractors.

East Waste employees will determine appropriate methodology within the various steps of the procurement lifecycle including planning, risk management, tendering, purchasing, contracting and financial control with regard to the scale, complexity and importance of the goods or services being acquired.

6. Procurement thresholds

- 6.1. Clause 63 of the Charter provides for East Waste to acquire such assets (real or personal) as its Business Plan provides or otherwise pursuant to a Unanimous Decision of the Constituent Councils.

- 6.2. Procurements are to be in accordance with East Waste's financial thresholds outlined in East Waste's Register of Delegations and this Policy.
- 6.3. The value of the procurement is calculated as follows:
 - Single one-off procurement – the total amount, or estimated amount, of the procurement (excluding GST).
 - Multiple procurements with the same supplier or contractor – the gross value, or the estimated gross value, of the procurements (excluding GST).
 - Ongoing procurements over time – the annual gross value, or the estimated annual gross value, of the procurements (excluding GST).
- 6.4. The value of a procurement or transaction is calculated across all elements of the procurement process including any agreement options, extensions, renewals, and contingencies (exclusive of GST) and should be considered in the planning phase of the project.
- 6.5. Splitting the value of the purchase into individual components to meet with lower value of purchase thresholds is not permitted.
- 6.6. If East Waste enters into a strategic alliances procurement process under this policy (Strategic Alliances) then there will be no requirement for East Waste to approach the wider market or enter into a separate RFT/RFQ as an open tender process has already been undertaken.

 East Waste can meet its procurement requirements through contractual arrangements established and administered by other organisations that demonstrate adherence to the requirements of this policy. The use by East Waste of Strategic Alliances means that the methods of procurement set out in this policy will be undertaken pursuant to and in accordance with the arrangements set out under the Strategic Alliances.
- 6.7. Procurements are to be made in accordance with the financial thresholds set out in Appendix 1 – Approach to Market.

7. Cumulative spend

- 7.1. Cumulative spend is identified as the estimated value of the total proposed purchase(s), including any agreement options, extensions and renewals (exclusive of GST), and potential cumulative value of the goods or services supplied over a period of time e.g. twelve (12) months against a supplier and contractor.
- 7.2. Cumulative spend shall be monitored by East Waste to determine whether the appropriate procurement process has been undertaken and/or an alternative procurement method is required to be undertaken to comply with this policy.

8. Procurement method

- 8.1. The appropriate procurement method will be determined on a case by case basis.
 Consideration needs to be given to the aggregate spend for the life of the contract/agreement

with each supplier to ensure that the aggregate amount remains within the appropriate procurement category.

- 8.2. **Appendix 1** provides direction to Employees (unless as otherwise approved within the General Manager's delegated purchasing authority) regarding the approach to market selection options available and decision making responsibility for procurements.
- 8.3. For agreements that span multiple years, the dollar ranges referred to in Appendix 1 relate to the value of the goods/services purchased for the potential life of the contract (including renewal options).

9. Exemptions from this Policy

- 9.1. This Policy contains general guidelines to be followed by East Waste in its procurement activities. There may be emergencies, or procurements in which a tender process will not necessarily deliver best outcome for East Waste and other market approaches may be more appropriate. This includes when there are timing constraints and where the supply market is known.
- 9.2. The authority to approve an exemption from using the required method of procurement is delegated to the General Manager in accordance with expenditure delegations as listed in East Waste's Register of Delegations. Exemptions to this Policy shall be reported to the Board through the Information Report.
- 9.3. The General Manager, on approving an exempt method, will consider the scale, scope and relative risk of the purchase, including the principles defined in this Policy.
- 9.4. A request for waiver of a competitive process should not be viewed as a mechanism to remove the need for rigorous procurement planning.
- 9.5. Unforeseeable situations where it may be appropriate to waive application of this Policy, including, but not limited to situations where:
 - There may be a public risk if the procurement is delayed by process requirements, such as emergency situations threatening life and/ or property.
 - The pressures of time are such that an open tender call is not feasible, such as where there has been an unanticipated Board or Government policy decision.
 - East Waste purchases assets or goods at an auction up to \$100,000.
 - East Waste purchases second hand goods or assets up to \$100,000.
 - A supplier or contractor is evidenced to be a 'sole supplier or contractor' in the market and effectively a niche specialist or monopoly, rendering the tender process redundant.
 - A supplier or contractor who has considerable background knowledge and experience, or specialist expertise on that particular East Waste project or asset e.g. an extension of a previous project. In such circumstances, the procurement of assets, goods or services on negotiated fees and terms through that supplier or contractor alone may be deemed sound and advantageous to the project. This could include engaging the supplier or contractor on a retainer basis for a specialised period of time.

- Continuation of services under an existing purchasing arrangement (i.e. variations/ extensions to existing purchase orders or agreements).
- Good or services are being provided under an existing purchasing arrangement (i.e. warranty, servicing, maintenance or defects liability).
- Where knowledge, design and/ or intellectual property is being retained to secure continuity of a staged initiative which may be disadvantaged (e.g. time, objective, financially) if subjected to a further competitive engagement process.

9.6. A list of items which are exempt from this Policy are included at **Appendix 2**.

10. Legislation

Competition and Consumer Act (Cth) 2010

Competition Policy Reform (SA) Act 1996

Criminal Law Consolidation Act 1935

Disability Inclusion Act 2018

Environment Protection Act 1993

Freedom of Information Act 1991

Independent Commission Against Corruption Act 2012

Industry Advocate Act 2017

Local Government (Elections) Act 1999 – Caretaker Provision

Local Government Act 1999 (SA)

Local Government (Financial Management) Regulations 2011

Modern Slavery Act (Cth) 2018

Ombudsman Act 1972

State Records Act 1997

Trades Practices Act (Cth) 1974

Work Health and Safety Act (SA) 2012 and Regulations 2012

11. Related Documents

Annual Budget/Business Plan

Contractor Management Policy

Corporate Credit Card Policy

Delegation Register

Eastern Waste Management Authority Charter

Financial Management Policy

Fraud and Corruption Prevention Policy

Internal Audit Policy

Internal Controls

National Competition Policy (Federal)

Prudential Management Policy

Risk Management Policy

12. Review

This Procurement Policy shall be reviewed by East Waste Board at minimum within three (3) years of issued date or more frequently if legislation or organisational needs change.

Signed _____

General Manager

Date ____/____/____

Signed _____

Chair East Waste Board

Date ____/____/____

13. Document History

Version No:	Issue Date:	Description of Change:
1.0	February 2018	New Document, (superseded Purchase of Goods and Service Policy)
2.0	25/06/2020	Amendments made in accordance with Agenda Item 7.4 East Waste Board Meeting 25 June 2020. Endorsed by Board with Amendments.
3.0	May 2022	Minimum value of Purchases updated and other minor amendments.
4.0	April 2025	Aligned with LGA model Procurement Policy

Appendix 1 – Approach to Market

Procurement Category	Estimated Value Range (ex GST)	Acceptable Approaches to Market	Decision Making Responsibility
1	\$1 to \$10,000	<ul style="list-style-type: none"> • Direct sourcing / negotiation • Use of existing third party contracts • Panel arrangements / arrangements with prequalified suppliers • Strategic alliances 	Employees – within the limit of their delegated purchasing authority and the approved budget.
2	\$10,001 to \$25,000	<ul style="list-style-type: none"> • Direct negotiation with preferred supplier(s) where market is known to be limited • Use of existing third party contracts • Extending existing contractual arrangements • Panel arrangements / arrangements with prequalified suppliers • Written quote from at least two (2) suppliers. • Strategic alliances. 	Employees – within the limit of their delegated purchasing authority and the approved budget.
3	\$25,001 to \$100,000	<ul style="list-style-type: none"> • Direct negotiation with preferred supplier(s) where market is known to be limited • Use of existing third party contracts • Extending existing contractual arrangements • Panel arrangements / arrangements with prequalified suppliers • Joint procurement arrangements with other Councils • Written quotes from at least three (3) suppliers 	Employees – within the limit of their delegated purchasing authority and the approved budget.

		<ul style="list-style-type: none"> • Strategic alliance • Open / Select / Limited / Staged Tender 	
4	\$100,001 to \$250,000	<ul style="list-style-type: none"> • Direct negotiation with preferred supplier(s) where market is known to be limited • Use of existing third party contracts • Extending existing contractual arrangements • Panel arrangements / arrangements with prequalified suppliers • Written quotes from at least three (3) suppliers • Strategic alliances • Open / Select / Limited / Staged Tender 	Executive Leadership Team within the approved budget and limit of their delegated purchasing authority.
5	Greater than \$250,000	<ul style="list-style-type: none"> • Use of existing third party contracts • Extending existing contractual arrangements • Panel arrangements / arrangements with prequalified suppliers • Strategic alliances • Open / Select / Limited / Staged Tender 	East Waste Board having taken into account recommendations from the General Manager.

Appendix 2 – Exemptions from Procurement Policy

The items listed below have been identified as being exempt from the requirements of this Policy and may be directly sourced:

- Vehicle registrations
- Statutory Government charges
- Insurance premiums and excess payments
- Postal services
- Subscriptions and memberships

9.6 Education Report

Report Author Leader of Education and Promotions

Attachments A: Summary of Education Key Deliverables
B: KESAB education report

Purpose and Context

This report aims to provide the East Waste Board (the Board) with an overview of education and promotional activities undertaken during the 2024/2025 financial year. It also outlines the development of targeted educational and communication materials to support weekly Food Organics and Garden Organics (FOGO) trials now being delivered in four Member Council areas. These initiatives align with East Waste's strategic objectives and contribute to meeting State Government waste diversion targets.

Recommendation

The East Waste Board receives and notes the 2024/25 Education and Behaviour Change Summary Report.

Strategic Link

Objective 3. Provide leading and innovative behaviour change and education

Strategy 3.2 Develop an integrated and tailored long-term community behaviour change and education program.

Strategy 3.5 Engage schools in behaviour change & waste education.

Background

East Waste continues to deliver on the education objectives and strategies outlined in Objective 3 of the East Waste Strategic Plan, which focuses on *"providing leading and innovative behaviour change and education."* To support these efforts, East Waste has partnered with KESAB environmental solutions to deliver school-based education and community tours. Meanwhile, East Waste's administration is focused on delivering education to member Councils' communities through various methods, including but not limited to:

- Attendance at Community Events which includes education stalls and event bin monitoring.
- Social Media Posts.
- Updates to Council's and East Waste's websites.
- Input into the contents of Which Bin website and resources.
- Information Displays at Councils and shopping centres.
- Printed resources and bin signage provided to Councils, Schools and residents.
- Flyers for inclusion in Council rates notices
- Newsletter and e-news articles

- Waste and Recycling Bin Audits
- Community information sessions and workshops
- Linkages to International and National campaigns eg. International Compost Awareness Week, Plastic Free July and National Recycling Week
- Community '*Take the pledge to compost*' competition in partnership with Jeffries
- Weekly FOGO trial communications, planning and project delivery

Report

East Waste, in partnership with KESAB, has continued to deliver a broad range of education and behaviour change initiatives aimed at improving community waste practices. These activities support Objective 3 of East Waste's 2030 Strategic Plan to deliver leading and innovative waste education and align with the 2024 2025 Annual Plan and the State Government's 2025 diversion targets, particularly for Municipal Solid Waste and food waste.

Education efforts have focused on minimising waste generation, increasing landfill diversion, reducing food waste, and tackling key contamination issues across kerbside streams. Results from the weekly Food Organics and Garden Organics (FOGO) trials are promising, demonstrating strong community engagement and diversion outcomes. However, the ongoing success and potential cost saving benefits of these services remain dependent on future legislative changes.

Key Highlights 2024-2025

- East Waste's website attracted over 126,000 users, with the most visited pages being the E-waste drop-off locations and Hard Waste booking service.
- 38,878 residents accessed bin collection reminders and waste and recycling tips via the My Local Services app as of June 2025.
- Social media activity reached over 168,555 people through 173 posts with 7,505 total reactions, comments and shares.
- 13,590 direct engagements with community delivered through 24 event education stalls, 17 information displays, 5 Shopping Centre stalls and 7 information sessions and the Norwood Christmas Pageant parade.
- Over 1,000 mini-bin games were played at events throughout the year.
- 1,000 mini-truck models were given out as prizes and promotional items
- The monthly Which Bin? Wednesdays radio segment reached an estimated 15,000 listeners monthly, with the station's weekly audience exceeding 52,000.
- Assisted in the delivery of education and welcome packs to 1,400 residents in City of Burnside's weekly Green Organics Trial
- Six schools are participating in the KESAB/East Waste schools program, with strong engagement with 3,285 students, staff, and parents.
- Community education tours across Member Councils engaged 85 participants so far.
- The new '*FEAST for East Waste*' food waste education campaign was launched in 2024 partnership with OzHarvest, targeting secondary schools. 9 schools are engaged in the program.

Conclusion

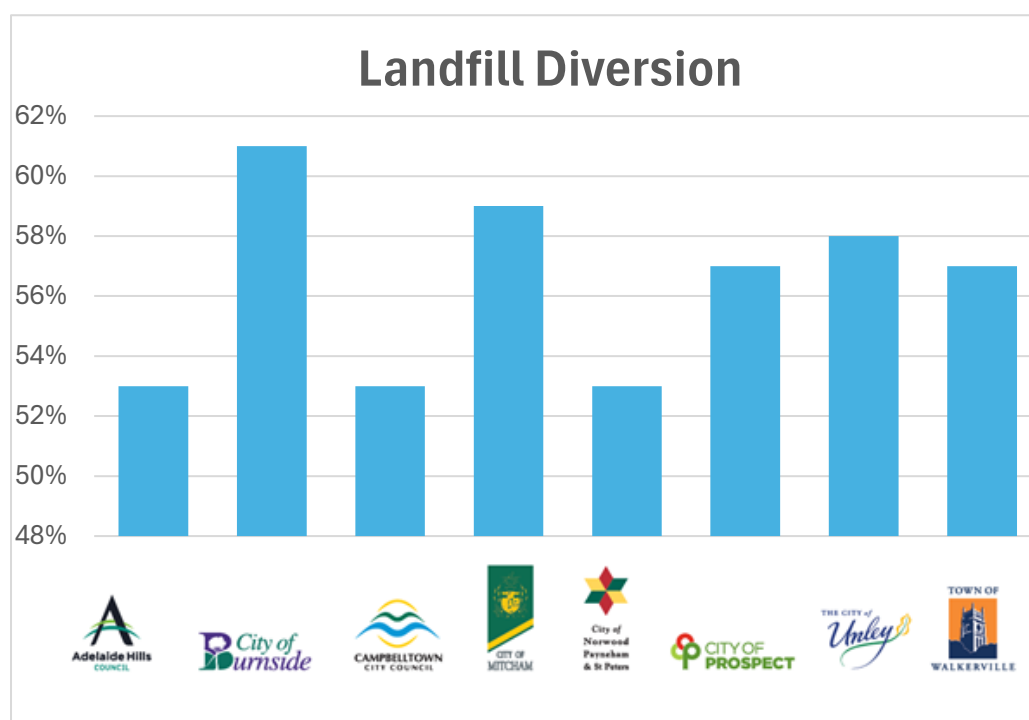
While the direct impact of education can be difficult to quantify, East Waste's Member Councils continue to achieve a collective landfill diversion rate of 57% approximately 6% higher than the metropolitan Adelaide average. A 6% increase in the diversion rate equates to approximately 3,200

tonnes of waste being diverted from landfill, resulting in estimated cost savings to Member Councils of between \$160,000 and \$480,000 in processing fees. This strong performance may be a reflection of the sustained delivery of education and engagement activities delivered by East Waste, KESAB, and individual Councils.

The education and promotional activities delivered throughout 2024–25 demonstrate strong community engagement and meaningful progress toward the waste reduction goals outlined in the Strategic Plan. Through a diverse mix of school programs, community events, digital outreach, and direct public engagement, East Waste continues to foster positive waste behaviours across its Member Councils.

Encouraging results from the weekly FOGO trials further highlight the effectiveness of these initiatives. When combined with changes to collection frequency, these efforts are key drivers in improving waste diversion and achieving the State Government's 2025 target of 70%. Continued focus and investment, alongside supportive legislation will be essential to maintaining momentum and achieving long-term waste management goals.

The Chart below shows the diversion results for each member Council from 1 July 2024 up and including 15 June 2025



For the Board's reference, Additional information regarding East Waste's Education Deliverables have been included in **Attachment A** and **Attachment B**

2024-25 Education Key Deliverables – EAST WASTE delivery

Method of delivery	Education delivered	Residents reached and impact 2024-2025
Which Bin? website and tips	East Waste provides ongoing input and content updates to the 'Which Bin?' campaign website and associated resources, including the items lookup tool, A–Z directory, tips, printed resources and videos. This collaboration ensures the information remains accurate, locally relevant, and aligned with council needs and community behaviours.	Website and campaign are delivered state-wide
East Waste and Council websites	East Waste and Council websites are key sources of waste and recycling information, with regular updates, news articles, and publications. The most visited pages include the E-waste drop-off search and Hard Waste booking services. Council websites remain one of the primary ways residents access information on waste and recycling.	East Waste's website had over 126,000 users this year.
My Local Services app - weekly tips received with bin collection reminders	Waste reduction and recycling tips are delivered weekly via the My Local Services app at 6pm with collection reminders on 'bin night', aligning with when waste disposal decisions are being made. The app also provides public holiday collection updates, access to East Waste services , and links to the Which Bin website . The collection calendar and bin reminders within the app help councils reduce the need for printing and distributing physical calendars.	As of 1 June 2025: 38,878 East Waste residents now use the app and receive the tips each week
Social media (mostly Facebook)	Weekly waste and recycling tips, consistent with those shared through the My Local Services app, along with relevant topics, events, public holiday collection updates, and other important information, are promoted through East Waste's and each Member Council's social media platforms.	3,019 followers. Total reach = 168,555 for the year through 173 posts with 7,505 total reactions, comments and shares. This reach does not include the additional audience gained through Member Councils' social media platforms, where weekly tips and other content are also regularly shared.
Community event education stalls and bin monitoring	Education stalls provide valuable and impactful face-to-face engagement, giving residents the opportunity to ask questions and collect printed resources such as bin stickers and factsheets. The mini-bin sorting game adds a fun and interactive element for both children and adults, serving as an effective learning tool. Prizes like mini-bins, recycled plastic keyrings, and the newly introduced East Waste mini-truck models have proven popular and help boost engagement. Kitchen caddies and certified compostable bags are also distributed to support correct food waste disposal. Bin monitoring enables education to be delivered right at the point of waste disposal, making it timely and impactful. Staff and volunteers are often dressed as a slice of pizza, taco, or other food item to create a fun and memorable experience that draws attention. This approach also supports take-home education. Bin monitoring is a vital strategy for reducing contamination and maximising waste diversion at events.	Average of 250 people visit the education stall at each of the 24 events this year = 6,300 approx. Norwood Christmas Pageant typically attracts over 20,000 with at least 10% engaged with the 'Food scraps to green bin' performance = 2,500 Over 1000 mini-bin games played at the education stalls. Bin monitoring has been key to achieving a high diversion rate with minimal contamination at Campbelltown City Council's Moonlight Market.

Event bin signage, food vendor education and signs	<p>Councils and food vendors were advised and supported regarding the bans on single-use takeaway food containers, coffee cups, and lids. The legislative requirement has greatly helped enforce this at Council events. While Councils previously required vendors to supply only compostable or reusable takeaway food and drinkware, enforcement was sometimes challenging.</p> <p>Key elements of this support include providing stallholders with clear advice and guidance on supplying 100% compostable or recyclable takeaway items. Vendors are also given stall signage indicating the correct bin for disposing of their specific items.</p> <p>Bin stickers and above bin signage were provided to Councils to help patrons easily identify which bin to use, encouraging proper disposal. These large signs, designed using the Which Bin? campaign style and graphics, feature clear visuals and bright colours to maximise visibility encouraging most patrons to stop, read, and comply. This also supports take-home education.</p>	All Councils have been provided with event bin stickers and/or signs for Council events.
‘Which Bin? Wednesdays’ Radio segment on Coast FM	The segment airs once a month, covering the latest recycling news, initiatives, and key topics such as food waste. Listeners also have the opportunity to call in with their ‘Which Bin?’ questions.	15,000 tune into the ‘Coast Wednesday Magazine’ program featuring the ‘Which Bin? Wednesdays’ segment. Current listening audience exceeds 52,000 weekly listeners (<i>not specific to East Waste Council areas, but mostly within SA</i>).
Council Newsletter and E-News	Regular articles are featured in quarterly newsletters as well as in monthly and weekly E-news bulletins. Topics include weekly waste and recycling tips, key initiatives and events eg. International Compost Awareness Week featuring compost prize winners, Plastic Free July and National Recycling Week.	Reach is dependent on the Council, publishing method used and frequency of the publication. All publications are available online via Council websites.
Why waste it? /Which Bin? education sessions/presentations	Cover topics of ‘avoid, reduce, reuse, recycle and compost’ and the correct disposal of items	3 presentations delivered = 100 residents
Talks/presentations linked to National/International events and campaigns	Information sessions are delivered with a focus on Plastic Free July, International Compost Awareness Week and National Recycling Week.	4 presentations delivered = 140 residents and Council staff
Static information displays	Static information displays were delivered for Plastic Free July, National Recycling Week, and International Compost Awareness Week. Councils were provided with banners, posters, display props, factsheets and flyers, bin stickers, and digital screen images for use in customer service areas, foyers, and libraries during July, November and May.	17 displays delivered = 3,400 residents approx.
Shopping Centre stalls	Pop-up education stalls were hosted at Mitcham Shopping Centre and Drakes Newton during Plastic Free July, National Recycling Week, and International Compost Awareness Week. These stalls continue to be a popular and effective way to engage with residents and share important waste and recycling information.	5 education stalls delivered = 800 people approx.

<p>Printed resources, bin stickers and signs</p>	<p>Resources have been developed in partnership with Green Industries SA, using the <i>Which Bin?</i> branding and imagery to ensure consistency and recognition across South Australia.</p> <p>These include pull-up banners, flyers, booklets, kerbside bin stickers, school bin stickers, event bin stickers and signage, factsheets, calendars, magnets, and No Junk Mai' stickers.</p> <p>Resources are distributed through event stalls, customer service desks, displays, mailouts, and online orders via our website. They are also used in response to contaminated bin reports and as part of bin tagging programs.</p> <p>School bin stickers are supplied to education sites within East Waste's Council areas and are in high demand, with many requests from schools outside our region, including interstate.</p> <p>Customisable signage and stickers for events and multi-unit dwellings (MUDs) are also available. Large stickers for 240L and 660L bins can be provided, and signage can be printed to suit specific size and location requirements.</p>	<p>All Councils are provided with printed resources on request within a printing budget.</p> <p>Printed resources are distributed to residents and schools through education stalls, information sessions, online orders or requests through customer service.</p>
<p>Weekly FOGO/Green Food and Garden Organics trials</p>	<p>East Waste continued to support the weekly FOGO trials underway in the Prospect, Campbelltown, and Adelaide Hills Councils. In addition, East Waste assisted in the development and delivery of education materials and welcome packs for the City of Burnside's trial involving 1,400 households. This included the development and implementation of project and budget plans, as well as communication and promotional strategies.</p> <p>East Waste assisted with the design, procurement, and distribution of kitchen caddies, printed information packs, website content, and media materials.</p> <p>Training and ongoing support was also provided to East Waste and Council customer service staff to assist with resident inquiries, manage concerns, and process opt-out or bin upsize requests.</p>	<p>Trials were maintained in City of Prospect (1,900 residents and businesses), Adelaide Hills (3 trial areas – total of 730 residents and businesses) and Campbelltown City Council (1,200 residents and businesses).</p> <p>City of Burnside's trial commenced 2 September 2024 with 1,400 residents and businesses</p>
<p>MUDS education</p>	<p>Managing shared bins in higher-density housing/multi-unit dwellings (MUDs) remains a significant challenge, particularly due to ongoing contamination issues. To address this, bin stickers, kitchen caddies, and tailored education packs were delivered to a number of sites.</p> <p>Additional support available to Councils includes:</p> <ul style="list-style-type: none"> • 'Moving In' and 'Moving Out' education packs featuring information on correct bin usage and available services such as hard waste collection. • Resident information sessions delivered in collaboration with Councils and/or Strata Management/ Housing Choices SA, such as <i>Which Bin? Wednesday</i>, often paired with a morning tea or sausage sizzle to encourage participation. • Doorstep education targeting issues such as contamination, illegal dumping, and the rollout of new services like green bins and kitchen caddies. 	<p>Targeted education on key issues at specific sites</p>

2024-25 Education Key Deliverables – KESAB delivery

East Waste/KESAB Schools Program	<p>Since the launch of the new <i>East Waste/KESAB Schools Program</i> in 2023, individual schools from each Member Council area have continued to actively participate in the year-long program, delivered in partnership with KESAB. The program focuses on deepening engagement with each school across Terms 1 to 4.</p> <p>Term 1 - Staff professional development as well as school engagement and data collection</p> <p>Term 2 - Student and family engagement</p> <p>Term 3 - Data collection and learning consolidation through video production</p> <p>Term 4 - Video sharing and program showcase</p>	6 schools are engaged with whole of school including 3,285 students , staff, parents/carers and the wider school community.
Community Tours	Community Tours, delivered by KESAB, provide participants with first-hand insight into the journey of waste, recycling, and composting. Tours include visits to various facilities where materials are sorted, processed, and transformed for recycling or composting. The agreed delivery of one tour per council, per year is applied flexibly so that they can access three tours across the current three-year contract period.	5 Tours have been delivered so far with 85 residents attending. An additional 3 tours are booked for remaining Councils to be delivered in September and November 2025.
FEAST for East Waste	The OzHarvest FEAST program, delivered in partnership with KESAB, is being offered to secondary schools in East Waste Council areas. This 10-week curriculum-aligned program teaches students about food waste, sustainability, and nutrition through hands-on cooking and design projects. Schools are encouraged to schedule the program in an upcoming term, with participation occurring on a rolling basis.	9 East Waste schools are engaged with the program.
East Waste Schools Challenge	The <i>East Waste Schools Challenge</i> is a fun, creative initiative open to all primary schools across East Waste councils, designed to promote food waste reduction and correct use of the green bin. Separate to the main Schools Program, the Challenge invites students to create posters with FOGO messages, complete a simple family checklist, and share their learnings. Winning entries will be featured in a printed calendar, with student artwork also used for broader promotion. The Challenge launched in Term 2, with entries closing at the end of Week 6, Term 3 (August 2025).	Open to all primary schools across East Waste councils



East Waste

Waste and Recycling Education for Schools and Community

2024/25 Report



Waste and Recycling Education Report 2024/25

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East Waste

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1. Overview

This report provides a summary of KESAB's delivery of the second year of its bespoke/tailored 3-year waste education agreement between East Waste and KESAB.

Following the first year and subsequent review, KESAB was pleased to continue the second year of this program, which continued its focus on waste and resource recovery education with an emphasis on deeper engagement with selected schools.

Success of this program, in contrast to the previous broad education approach, necessitates greater stakeholder engagement, input, and action which can present scheduling, programming and other logistical challenges across schools, however this site and student driven approach will deliver more meaningful, lasting, and broader-reaching outcomes for each of the sites involved in the program and the wider community it touches upon (the hits on the 2023/2024 video competition illustrates this wider connection).

This report is structured according to the key components of the agreement:

- East Waste Schools Program
- FEAST for East Waste
- East Waste Schools Challenge
- Community Tours

2. Background

In July 2023, Eastern Waste Management Authority (East Waste) notified KESAB *environmental solutions* (KESAB) it had been successful in its tender (RFT 2023/03) for "Waste and Recycling Education for Schools & Community" for a period of three years commencing 1 July 2023, plus a possible two years to July 2028. The detail of the agreement was negotiated between East Waste and KESAB over the second half of 2023 and signed in February 2024. Delivery and development work continued during this period for the Schools Program, with feedback improving the offering over time. Tours have become more tailored to Council requirements over time, with great feedback.

3. East Waste Schools Program

This deep engagement approach offers East Waste Council schools a year-long involved and tailored educational program with broader community engagement opportunities.. This new approach superseded the previous arrangement of delivering incursions and excursions to East Waste schools¹ on a by-request basis (concluded end 2023 school year) (refer Appendix 1).

The first year of the East Waste Schools Program ran in 2024 (School/calendar year), with one school from each East Waste Council area selected to participate. The program continued with a new set of schools in 2025. Each school has a dedicated KESAB lead staff member as school liaison.

¹ 'East Waste schools' is used here as a short-hand for schools located within East Waste Member Councils.

3.1 Program development

The Schools Program of activities was developed with the following key considerations:

- Ability to tailor to school needs and calendar
- Building on existing school waste management practices
- Connecting to family / household behaviours (where possible)
- Maximising opportunities for measurement

A flyer outlining the opportunity was developed and circulated to all East Waste primary schools in Term 4, 2024, see Figure 1.

Figure 1. Front and back view of East Waste Schools Program flyer

Front View:

Nominations are invited from primary schools located in an East Waste Council to be part of the:

2025 EastWaste SCHOOLS PROGRAM

Support your site's Sustainability Priority with the East Waste Schools Program of waste education.

Developed by KESAB environmental solutions and delivered over the course of the school year, the theme for the 2025 program is **food waste reduction and diversion**.

The program will be available and fully funded for one primary school per East Waste Council.

What does it involve?

With a focus on student agency and engaging the wider school community, the program will be tailored to the needs of the site.

KESAB-led activities include:

- a bin materials audits to quantify waste
- on-site staff professional development
- student forum and family engagement.

Student-led activity:

Produce a short video to reflect learnings and engage the wider community. The video judged best will win a prize!

How do I find out more?

Join our [online teacher information session](#) at **4.00pm on Wednesday 6 November** or call KESAB on 08 8234 7255 to discuss.

Nominations close Friday 22 November 2024

East Waste Councils comprise: Adelaide Hills, Burnside, Campbelltown, Mitcham, Norwood/Payneham/St Peters, Prospect, Unley and Walkerville.

Proudly delivered by **KESAB** environmental solutions

Back View: Program Guide

2024 Term 4	School nomination and selection process	Successful schools notified by end of school year
2025 Term 1	Staff information & professional development	WOW whole school show & bin materials audit
2025 Term 2	Student group forum & planning event	Family engagement
2025 Term 3	Re-audit of school bins	Video planning & production
2025 Term 4	Video winner announced at Showcase event	Determine next steps for school

Note: Above is a guide only and will be tailored to individual site.

KESAB environmental solutions **EastWaste**

The program outlines focus area by term:

- Term 1 - Staff professional development as well as school engagement and data collection
- Term 2 - Student and family engagement
- Term 3 - Data collection and learning consolidation through video production
- Term 4 - Video sharing and program showcase

² 'East Waste schools' is used here as a short-hand for schools located within East Waste Member Councils.

The Green Industries SA (GISA) funded Wipe Out Waste (WOW) program is also available to sites for ongoing support and value-add. The initial WOW audit at the start of the school year introduces the program to schools, provides baseline data, and identifies key challenges and opportunities to explore over the school year.

Food waste focus

As agreed with East Waste, the focus on food waste reduction and diversion continued into 2025. This is reflected through the sessions offered to school communities (below):

- Conscious Cooking (reducing waste from purchase through consumption and the use of scraps or food seen to be 'waste')
- Nude food activities (reducing packaging and food waste in preparation and consumption)
- Composting demonstration / workshop
- Worm Farm demonstration / workshop.

3.2 Site engagement

A call for nominations was made in Term 4, 2024 to all schools within the eight East Waste Councils. This attracted nine nominations, some from the same Council area. Those Councils not represented were subsequently followed up via both existing leads and Council staff liaison on numerous occasions. Despite this, unfortunately not all Councils are represented within the program in this second year.

Therefore, to enable value for investments intention is that Councils not represented by schools in the school program have similar time and resourcing allocated for incursions/excursions as offered in previously contracted years across other program areas and more broadly. The City of Burnside has already received support as such for their Environment Expo in May 2025.

Where possible, school selection was based on achieving a mixed cohort with regard to:

- Site size
- Department versus non-department sites
- Progression on waste management journey

Table 1 Participating East Waste Schools 2024-25

Council	School	School details (System / Enrolment)
Adelaide Hills	Stirling East Primary School	Public 520 students
Campbelltown	St Joseph's Hectorville	Catholic 900 students
Mitcham	Eden Hills Primary School	Public 260 students
Norwood Payneham St Peters	St Ignatius' College Junior School	Catholic 530 students

Council	School	School details (System / Enrolment)
Unley	Highgate School	Public 575 students
Walkerville	St Andrew's School	Independent 500 students

3.3 Delivery

KESAB commenced in-school delivery in Term 1, 2025.

As part of the evolution of the program, while the 2024 program focussed the student engagement on incursions, in 2025 the program focusses on promoting and facilitating student agency and peer-to-peer learning and engagement. Support provided to participating schools included a Student Forum and ongoing engagement with Student Action Groups³ as outlined below:

- The May 2025 Student Forum brought together small groups of students from participating schools to meet and learn from each other offsite and on a waste/recovery business. The forum provided an overview of waste and recycling in South Australia, explored why food waste is a challenge, toured operational facilities, had demonstrations, and facilitated project development activities. Structured brainstorming sessions helped student groups to identify site-specific food waste challenges and to choose solutions or 'actions' that would be achievable within the program timeframe and that could be largely student-led⁴. See photos in Appendix 2.
- Student Action Groups are receiving continued support to develop and implement their chosen 'actions', alongside creation of their educational video (a compulsory 'action' for each school). These groups are guided by their interests relevant to the food waste focus and are encouraged to share their learning through assembly presentations, peer-teaching, co-delivery of family sessions and Site Environmental Management Plan input.

A summary of all activities completed and scheduled by school are included at Appendix 1. Some highlights are provided below:

Highlights to end Term 2.

- Eden Hills Primary School's Student Action Group has chosen some key actions to implement over the coming school year (inspired by brainstorming at the Student Forum). Actions include: trialling set eating times before or after recess (to facilitate collection of organic waste), introducing 'Wrapper Free Fridays', and providing supporting information to parents and

³ Or similar student-led groups in each school site.

⁴ Students were introduced to the concept of SMART Goals which helped them to rule out potential 'actions' that were unsuitable for this particular program (extended timeframes, changes that can only be made by leadership/staff, financially infeasible).

- students through the school newsletter, flyers provided at school pick-up time, assembly presentations, and visits to each class.
- Highgate School has a student action group engaged with program and is looking forward to further engagement with KESAB later in June.

Engagement with each participating site will continue for the remainder of the school year, providing each school with additional opportunities to put their learning to action.

See Appendix 1 for a detailed breakdown of engagement

4. FEAST for East Waste

The OzHarvest FEAST program brings together sustainability, food waste and nutrition education. This program provides an opportunity for secondary schools to focus on food waste minimisation and diversion and is offered to East Waste Council schools.

FEAST is a 10-week program aligned with Design and Technologies and Food Specialisations in the Australian Curriculum. Students learn about the issue and impact of food waste and how to plan, prepare and cook healthy and nutritious recipes. Students follow a design process to produce an information sheet, design their own 'Use It Up' recipe and showcase their research and knowledge in a creative 'Fight Food Waste' promo.

KESAB has negotiated a partnership agreement with OzHarvest to deliver the FEAST program to East Waste secondary schools. The FEAST offering is being promoted and made available to schools in the current school year, with the expectation that schools will program it into a future term. In practice, this results in schools participating in the program on a 'rolling' basis.

In the 2024/25 financial year there are 30 FEAST schools (high schools) in SA and under the East Waste agreement, 9 schools have been funded. These include:

- | | |
|--------------------------------|--------------------------------------|
| • Springbank Secondary College | • Glenunga International High School |
| • Unley High School | |
| • Heathfield High School | • Marryatville High School |
| • Concordia College – Highgate | • St Peter's College Girl's School |
| • Cabra Dominican College | • Scotch College-Adelaide |

5. East Waste Schools Challenge

Separate to the Schools Program is the East Waste Schools Challenge, an initiative made available to **all** primary schools across East Waste Councils. The objective of the Challenge is to encourage FOGO knowledge-sharing and behaviour change within East Waste school communities, beyond those schools that are part of the East Waste Schools Program.

The focus of the East Waste Schools Challenge is food waste reduction and diversion, specifically the appropriate use of the kerbside green bin.

In conjunction with East Waste, KESAB has developed the Challenge as follows:

- Guided by key FOGO facts, students will receive a simple introduction to food waste reduction and diversion.
- Students will be asked to draw a **poster picture with a message**, for example:
"Food waste is a big no-no, composting helps plants grow!" or
"Don't waste your plate, compost is great!"
- Group work will be encouraged for creating A3-sized artworks.
- On receipt of entries, KESAB will send a thank you / acknowledgement and a take home 'Checklist' resource to each participating student.
- Students will be asked to complete the Checklist at home with their family. The checklist will comprise simple tasks like:
"Help your parents put the green bin on the kerbside" or
"Make sure your tissues go in the green bin."
- Entries received will be reviewed by KESAB and East Waste. The 12 entries deemed best will be compiled into a calendar for printing and distribution.
- The calendar will also incorporate an interactive element on each page, encouraging simple actions / changes to behaviour.
- In addition, images may be used by East Waste for promotional purposes such as the 'My Local Services' app.
- Selected ('winning') entries will receive a supply of calendars for their school.

The program was introduced to all East Waste Schools in Term 2/ May 2025 with the competition closing in Week 6 of Term 3/ end of August 2025.

Figure 2 shows the competition promotion:



Figure 2 East Waste Schools calendar competition promotional flyer

6. Community Tours

Five 'Beyond the Kerb' tours were delivered by KESAB during the 2024-25 financial year, with up to three tours available to each East Waste Council for the duration of the three-year contract. An additional three tours are scheduled in the second half of 2025.

Destinations included; ReStore (social enterprise), YCA Recycling (specialised plastics recycling), Central Adelaide Waste and Recycling Authority (CAWRA) Materials Recovery Facility, Jeffries (composting), Integrated Waste Services (KESAB Education Centre) and Electronic Recycling Australia (ERA). Tours were tailored to individual Council priorities in order to further support their local initiatives.

A number of these tours were scheduled around significant dates relevant to each Council. As scheduling of each tour is on an individual Council basis and is driven by Council capacity and preferences, the agreed delivery of one tour per council, per year is applied flexibly so that they can access three tours across the current three-year contract period.

Council	# in contract	Date	Booked	Attended
Norwood, Payneham, St Peters	1/3	3 Sep 2024	17	17
Mitcham	2/3	13 May 2025	19	19
Unley	1/3	29 Sep 2025		
Burnside	1/3	27 Sep 2024	10	10
Adelaide Hills	3/3	4 Sep 2025		
Mitcham	2/3	13 May 2025	19	19
Prospect	2/3	11 Nov 2025		
Campbelltown	2/3	1 Apr 2025	19	20

6.1 Tour feedback

All participants are emailed with follow-up information and summaries, as well as a survey request. Some tour participant quotes are detailed below:

- *A very comprehensive tour. Much information was made available and now your further informed. Now I need to put into action. Have mentioned tour at coffee morning which sparked interest to take part in further tours.*
- *Extremely eye opening & full of information. The email after was exceptional & full of information & websites for more detailed information.*
- *Thanks again for your great presentation. I have been singing your praises to all so hopefully they can go next year.*
- *Thanks again for a very enjoyable tour last Thursday.*
- *Thanks for your help with this and thanks again for such an interesting tour. All the best with your work. It is just so important.*

- *This is a big thank you for the marvellous journey you took us on to understand and explore recycling and waste disposal facilities last week. From the moment we stepped on to our bus you were a source of information , enthusiasm and energy. How you masterminded such an outing was quite breath taking...it takes a lot of work behind the scenes liaisingwe admired the other facilitators we met at each stop and how well you worked with them to give us as much information as possible.*

6.2 Tour photos



Figure 1 NPSP tour at CAWRA Sep 2024



Figure 2 NPSP tour at ReStore Sep 2024



Figure 3 NPSP tour at ERA Sep 2024



Figure 4 Burnside tour at CAWRA Sep 2024

7. Commentary

KESAB is pleased to have deepened relationships and waste engagement/learnings with East Waste's communities and schools throughout this three year partnership. The refreshed multi-year agreement provides an opportunity to work more intensively with specific schools and their communities to improve behaviour change through education. The engagement received so far from the participating East Waste Schools Program sites has been extremely positive, particularly for the student forum.

While we have received good engagement with schools, there have also been challenges in getting representation from each Council. Some participating sites have had scheduling challenges as the work competes with their curriculum deliverables, as detailed in last year's report.

KESAB reviewed the first year of the program and implemented program improvements based on last year's feedback and will continue this after the 2025 school year (in time to apply to the 2026 program). At the conclusion of the 2025 program, KESAB will also be in the position to provide analysis of the program's impact to date.

KESAB values its ongoing, collaborative relationship with East Waste, and looks forward to a continuing positive relationship in the third year of this contract and beyond.

Appendix 1 – East Waste Schools Program engagement

Council	School	Activity	# Children	# Adults
Adelaide Hills Council	Stirling East Primary School	Staff meeting	0	40
		BMA	78	6
		WOW show	510	14
		Family session	Tbc	
		Staff PD (presenting audit results, key recommendations, key information about program elements to come)	0	40
		Meeting with Student Action Team (setting goals for the coming terms, brainstorming for the Video)	Tbc	
		Student Forum Ideas/Planning day	2	5
Campbelltown	St Joseph's Hectorville	Staff meeting 1 – intro to East Waste	0	60
		BMA	120	6
		WOW show	960	80
		Family session	tbc	tbc
		Staff PD (presenting audit results, key recommendations, key information about program elements to come)	0	50
		Student Forum Ideas/Planning day	2	4
		Meeting with Student Action Team (setting goals for the coming terms, brainstorming for the Video)	Tbc	
Mitcham	Eden Hills Primary School	Staff meeting	0	20
		Bin Materials Audit	112	7
		WOW show	240	12
		Family session: Information stall at Twilight Parents' Event (including data from audit, nude food info, opportunities to share ideas about reducing and managing food waste, general waste and recycling information)	50	50
		Staff PD (presenting audit results, key recommendations, key information about program elements to come)		15
		Meeting with Student Action Team (setting goals for the coming terms, brainstorming for the Video)	3	1
		Student Forum Ideas/Planning day	1	4

Council	School	Activity	# Children	# Adults
Norwood, Payneham & St Peters	St Ignatius Jr College	Staff meeting	0	40
		BMA	63	4
		WOW show	500	20
		Family session	Tbc	
		Staff PD (presenting audit results, key recommendations, key information about program elements to come)	0	50
		Meeting with Student Action Team (setting goals for the coming terms, brainstorming for the Video)	Tbc	
		Student Forum Ideas/Planning day	2	4
Unley	Highgate School	Staff overview meeting	0	30
		BMA	14	3
		WOW show	575	25
		Staff PD (share audit results)	0	30
		Forum	N/A	N/A
		Green team meeting (23.6.25)	TBC 14	1
Walkerville	St Andrews Primary School	Staff meeting	0	15
		WOW show	265	12
		Student Forum Ideas/Planning day	1	3

Appendix 2 – Selected EW Schools program photos



Figure 5 5 EW Schools Forum teacher recycle relay

- Litter ✓✓
- Plastic packaging
- Laziness finding bins
- Uneaten food ✓✓
- Paper not being recycled
- Lunch orders ^{Time to eat} _{size} [—] _{— packaging} / canteen
- No compost bins
- Time
- Landfill bins overflow
- No 'Nude Food' days
- Small compost bins
- Not fully using resources
- Activities happening at the same time
- Pests
- Not reusing resources
- 'Drive by' dumping of waste
- Not separating resources
- Stomping juice boxes, not drinking them
- Need more education on bins
- Caddies/bins not getting emptied enough
- No clear bin signage / colours

Solutions Brainstorm

Solution types include:

- Education (e.g. the Video Competition)
- Infrastructure and systems (e.g. bins)
- Policies and procedures



SOLUTIONS

- Cooking shows/workshops
- assembly talks
- in class demonstrations - correct bin
- house points
- correct bins
- Nude food days
- E-book (nude food recipes)
- Video education - assembly
- Assembly - Presentation (what happens to landfill)
- Education
- Newsletters / apps
- Working with canteens

SOLUTIONS

- Cooking shows/workshops
- assembly talks
- in class demonstrations - correct bin
- house points
- correct bins
- Nude food days
- E-book (nude food recipes)
- Video education - assembly
- Assembly - Presentations (what happens to landfill)
- Education
- Newsletters / apps
- Working

Figure 6.6 EW Schools forum action brain storming



KESAB

*environmental
solutions*

9.7 Information Report

Report Author	Executive Administration Assistant
Attachments	A: Unconfirmed Minutes of the Audit & Risk Management Committee B: East Waste Two Year Internal Audit Workplan UHY Haines Norton C: Outstanding Resolutions Register D: Annual Plan Progress Report E: Annual Reporting Calendar

Purpose and Context

The Information Report presents updates on standing items and other items that are relevant to the business of the East Waste Board. The matters have been listed in one report as an efficiency as Administration recommend that the East Waste Board receives and notes the information contained within the report. This does not limit the ability of the Board to remove a specific item from this report and resolve that a particular action be taken.

Recommendation

That the East Waste Board receives and notes the Information Report.

Strategic Link

Objective 5. Provide Leadership

Strategy 5.4 Quality and transparent Corporate (Governance and Financial) activities.

Background

The Information Report is a Standing Item that presents information that the Administration recommend that the East Waste Board receive and note.

Discussion

The following items are presented for the information of the East Waste Board:

1. Unconfirmed Minutes of the Audit & Risk Management Committee Meeting held 18 June 2025.

Clause 31 of the Eastern Waste Management Authority Charter requires the Authority to establish an Audit Committee which is to be governed by the provisions of Schedule 2, Clause 30 of the *Local Government Act 1999* (Act).

The functions of the Audit & Risk Management Committee are to include:

- (a) reviewing annual financial statements to ensure that they provide a timely and fair view of the state of affairs of the subsidiary; and
- (b) liaising with external auditors; and

- (c) reviewing the adequacy of the accounting, internal auditing, reporting and other financial management systems and practices of the subsidiary on a regular basis.

The (unconfirmed) Minutes of the East Waste Audit & Risk Management Committee Meeting of 18 June are included at **Attachment A** of this report for the Board's information and consideration.

It should be noted that the Committee become inquorate during the course of the meeting and while they were unable to provide recommendations to the East Waste Board on the proposed Diversity and Inclusion Policy and the revision of the Procurement Policy a discussion was held with Administration regarding the content of both documents.

2. Resignation of Ms Sandra Di Blasio from the Audit and Risk Management Committee

Ms Sandra Di Blasio tendered her resignation from the Audit and Risk Management Committee effective 20 February 2025.

Recruitment of a replacement Independent Member has commenced, with advertisements posted on Seek and the Australian Institute of Company Directors (AICD) website. Applications close 5:00pm on 1 July 2025.

In accordance with the Audit & Risk Management Committee's Terms of Reference, an internal selection panel will be formed by the General Manager to assess the applications and recommend to the Board the preferred candidate for appointment to the Committee. The initial term of the appointment will be two (2) years.

3. East Waste Two-Year Internal Audit Work Plan

In early 2024, the need for a formal internal audit function at East Waste was established, recognised to be a crucial function that provides independent assurance services on effectiveness of the Authority's risk management, governance and internal control processes. An Internal Audit Charter was subsequently developed and adopted by the East Waste Board at the meeting held 27 June 2024. Following this, East Waste engaged UHY Haines Norton for a two (2) year engagement, instructed to:

1. Undertake an assurance mapping and risk analysis exercise initially, and subsequently develop East Waste's initial two-year Internal Audit Plan for presentation to the Audit & Risk Management Committee and East Waste Board; and
2. Carry out the internal audit program, commencing 1 July 2025, in line with the endorsed two-year Internal Audit Plan, and auditor requirements as set out in East Waste's Internal Audit Charter.

UHY Haines Norton subsequently undertook and presented the results of the assurance mapping and risk analysis exercise to the April Audit & Risk Management Committee meeting. In accordance with East Waste's Internal Audit Charter, the work plan must be developed in consultation with the Audit & Risk Management Committee, and feedback was sought at the 18 June 2025 meeting and incorporated into the final proposed two-year internal audit work plan which was supported by the Committee as presented at **Attachment B**.

In summary, the following six (6) audits are scheduled to be undertaken across the first two audit cycles, commencing 1 July 2025:

Year 1	Meeting findings presented
Payroll System	November 2025
Business Continuity	April 2026
Asset Management	June 2026
Year 2	
Cyber Security	November 2026
Integrating Risk Management	April 2027
Policies, Procedures, People & Systems	June 2027

Administration supports the proposed audit work plan, and worked with UHY Haines Norton to ensure audits are scheduled at a time that is practical operationally and aligns with Audit & Risk Management Committee Meeting cycles.

In addition, as noted in item 9.2 of this Agenda, the Audit & Risk Management Committee will monitor the progress of internal and external audit actions going forward, via a standing item on the Agenda. Administration intends to keep the Board informed via the Information Report.

4. Outstanding Resolutions Register

The presentation of the Outstanding Resolutions Register to the East Waste Board is considered a good governance practice. The Outstanding Resolutions Register (**refer Attachment C**) depicts the status of past resolutions of the Board for the period to 20 June 2025.

At this time, as indicated on the attached Register, activities associated with three resolutions remain ongoing, with the status noted in the far right column.

One resolution marked 'complete' relates to the closing out of actions recommended through the review of East Waste's internal controls, undertaken in conjunction with the FY2024 interim financial audit. whilst initially reported to be closed out by December 2024, Administration is still working to finalise one outstanding recommendation within the Management letter issued by Galpins, being:

'The Authority ensures that there are formal agreements with suppliers with significant cumulative spend, and that works are not commenced prior to signing of contracts.'

While this particular action remains ongoing, the action is consistent with the outcome of the FY2025 interim financial audit (as presented within this Agenda) and therefore it has been marked complete on the register from June 2025, noting this action will now be carried forward and tracked through the closing out of actions from the FY2025 interim audit, which will follow in a later resolution.

5. Annual Plan Progress Report

This report provides the East Waste Board with an update on the implementation of the activities endorsed in the East Waste 2024/25 Annual Plan.

The attached matrix (**refer Attachment D**) provides a snapshot update as to the progress of the Annual Plan activities as of 20 June 2025.

6. Annual Reporting Calendar

This report provides the Board with an update of the progress of East Waste's key reporting requirements via the Annual Reporting Calendar.

The attached Annual Reporting Calendar (**refer Attachment E**) provides a snapshot update of the progress of East Waste's key legislative and governance reporting requirements for the 2025 calendar year.

This is a standing item on the Agenda.

7. Carbon reporting Project

East Waste has recently engaged Dsquared Consulting to support the organisation's carbon reporting initiative, as outlined in our Annual Plan. The project is now underway, with the initial phase focused on collecting and analysing data to establish a baseline understanding of East Waste's current carbon emissions.

This foundational data will be critical as we begin setting meaningful emissions reduction targets.

It is anticipated that the primary contributor to East Waste's emissions profile will be diesel consumption from our fleet of collection vehicles. However, having accurate and verified data will enable us to identify opportunities for emissions reduction and guide future procurement decisions.

8. General Manager Recruitment

The East Waste Board has established a General Manager Recruitment and Selection Committee to oversee the shortlisting, interview process, and recommendation to the Board for the appointment of a new General Manager. To support the Committee, Hender Consulting has been engaged to manage the recruitment process. The role has been advertised and, to date, approximately fifty (50) applications have been received and initially shortlisted by Hender Consulting with interviews about to commence.



**Eastern Waste Management Authority
Ordinary Audit & Risk Management Committee**

Minutes

Wednesday 18 June 2025

Minutes

Eastern Waste Management Authority Ordinary Meeting of the Audit & Risk Management Committee

Meeting to be held on Wednesday 18 June 2025 commencing at 8:00am,
HenderCare, Level 3/81 Flinders Street, Adelaide

The Chair, Mrs E Hinchey, declared the meeting open at 8.06 am and that a quorum was present.

1. Acknowledgement of country

2. Present

Directors:

Mrs E Hinchey	Independent Chairperson
Mr F Bell	East Waste Board Representative (<i>via MS Teams</i>)
Mr P Di Iulio	East Waste Board Representative

In Attendance:

Mr D Maywald	Acting General Manager
Ms K Vandermoer	Manager Human Resources & Financial Services
Ms V Davidson	Executive Administration Officer
Ms K Peake	UHY Haines Norton
Mr D Nazzari	UHY Haines Norton
Mr T Muhlhausler	Galpins (<i>entered the meeting at 8.07am</i>)

3. Apologies

Ms L Green Independent Member

4. Conflicts of interest

Nil.

5. Confirmation of the minutes

Moved Mr P Di Iulio that the Minutes of the East Waste Audit and Risk Management Committee meeting held on 23 April 2025 be confirmed as a true and correct record.

Seconded Mr F Bell

Carried

6. Matters arising from the minutes

Nil.

7. Questions without notice

Nil.

8. Presentations

East Waste – Internal Audit Work Plan 2025 – 2027

Ms K Peake and Mr D Nazzari UHY Haines Norton

9. Reports

9.1 Internal Audit Workplan

Moved Mr P Di Iulio that the Audit & Risk Management Committee:

1. receives and notes the Internal Audit Work Plan as presented by UHY Haines Norton (Attachment A, Item 9.1, Audit & Risk Management Committee Meeting, 18 June 2025).
2. recommends that that the Payroll Audit be the first audit to be undertaken.

Seconded Mr F Bell

Carried

The Chair sought and was granted leave of the Committee to bring forward Item 9.3 – External Interim Audit Report.

9.3 External Interim Audit Report

Moved Mr P Di Iulio that the Audit & Risk Management Committee notes and receives the FY2025 Interim Audit Management Letter (Attachment A, Item 9.3, Audit & Risk Management Committee Meeting, 18 June 2025).

Seconded Mr F Bell

Carried

Mr T Muhlhausler left the meeting at 8.28am.

9.2 2025/26 Annual Plan and Budget

Moved Mr P Di Iulio that the Audit & Risk Management Committee receives and notes the approval from Member Councils, the feedback provided, and recommends the draft 2025/26 Annual Plan and Budget, as tabled (Attachment A Item 9.2, Audit & Risk Management Committee Meeting 18 June 2025), is presented to the Board for adoption.

Seconded Mr F Bell

Carried

The Chair sought and was granted leave of the Committee to bring forward Item 9.7 – Acting General Manager – Verbal Update.

9.7 Acting General Manager Verbal Update

9.7.1 Contracts Update

9.7.2 Fogo Trials.

Mr F Bell left the meeting at 8.57am at which time the Committee became inquorate.

Being cognisant that Administration required feedback on Items 9.4 – Proposed Diversity and Inclusion Policy and Item 9.5 - Review of Procurement Policy, before presentation of the policies to the East Waste

Board, the remaining Members of Committee provided advice, for consideration by Administration, on the content of both policies.

11. Closure

The Chairperson declared the meeting closed at 9.57am.

- 12.** The next Ordinary Audit & Risk Management Committee Meeting is proposed to be held on:
Wednesday 17 September 2025, HenderCare, Level 3/81 Flinders Street, Adelaide at 8.00am.

These minutes have been signed as a true and correct record of the East Waste Audit & Risk Management Committee Meeting of 18 June 2025.

Chairperson

Date / /

These minutes have been signed as a true and correct record of the East Waste Audit & Risk Management Committee Meeting of 19 February 2025.

Chairperson

Date ____/____/____

INTERNAL AUDIT PLAN 2025 - 2027

With assurance, comes agility, flexibility, shape shifting, an ability to seize opportunities and add strategic value.

2025/26	Schedule	Risk	Reference	Report to ARC	Rating/Source	Detail
Yr 1/Q1	Sept/Oct	SR2	Payroll system (ARC referral)	Jun-26	ARC	Clarification of issues discussed at ARC
Yr 1/Q2	Jan/Feb	SR7	Business Continuity	Nov-25	55%	Pandemic + 5 years - lessons learnt & implemented?
Yr 1/Q3	Apr/May	SR10	Asset Management	Apr-26	48%	Fleet/tools/inspections/replacement schedules etc
2026/27	Schedule	Risk	Reference	Report to ARC	Rating/Source	Detail
Yr 2/Q1	Sept/Oct	SR11	Cyber Security	Nov-26	58%	System controls and measures as per Note 1 below:
Yr 2/Q2	Jan/Feb	SR4	Integrating Risk Management - Business Risks & Opportunities	Apr-27	69%	Emerging community changes, industry trends, technology and innovations
Yr 2/Q3	Apr/May	SR2	Policies, procedures, people and systems	Jun-27	48%	Testing of Internal Controls

Note 1: Cyber Security internal audit scope as per agreement:

If an Internal Audit for IT and Cyber Security is identified in the Internal Audit Plan, we will undertake the following:

- Review of IT Governance, including
 - System Access controls
 - Cybersecurity measures
 - Assess whether roles, responsibilities and delegations are clearly defined
 - Assess adherence to policies and procedures
 - Review staff training and awareness programs
- Assess Business Continuity and Disaster Recovery Planning
- Review Risk Management in relation to IT and Cyber Security

If specialised IT services are required for activities such as penetration testing, we will assist East Waste in the procurement process for engaging in these specialised skills.

East Waste Board Outstanding Resolutions Register - as at 20 June 2025				
27/06/2024	9.2	Interim Audit Report	That the East Waste Board endorses the Interim Audit Management Report and acknowledges all matters of note will be addressed prior to 30 September 2024.	COMPLETE: Matters relating to one audit action remain ongoing, which will be captured in the resolution relating to the FY2025 interim audit going forward. Remaining actions are complete and currently in practice.
27/06/2024	9.5	East Waste Strategic Plan Review – Next Steps	That the Board notes and endorses the broad process to be undertaken in order to deliver a comprehensive review of the 2030 East Waste Strategic Plan and development of a revised document.	ONGOING: Communication Plan to be developed following finalisation of Review of East Waste's Strategy & Financial Model.
21/11/2024	9.3	Review of Long Term Financial Plan	That the Board endorse the draft principles and assumptions presented within the draft Long Term Financial Plan (Attachment A, Item 9.2, Board Meeting, 21 November 2024), with the expectation that Administration review East Waste's working capital requirement as a mechanism for retaining an appropriate cash balance over the life of the Plan.	ONGOING: Further review of working capital requirements will be undertaken following outcome of review of East Waste's Financial Model & Strategy.
1/05/2025	9.2	Strategic Risk Register Review	That the East Waste Board requests that East Waste implement an approach to capturing growth demand forecast information from Constituent Councils annually to inform Annual Plan and Budgets, Asset Management Plans and the Long Term Financial Plan.	ONGOING: Will consider ahead of development of the FY27 Budget and review of East Waste's other strategic documents.
1/05/2025	9.3	Leave Policy	That the East Waste Board adopt the Leave Policy subject to the amendments as minuted.	COMPLETE
1/05/2025	9.4	Review of Sale or Disposal of Assets Policy	That the East Waste Board adopt the revised Sale or Disposal of Assets Policy subject to the amendments as minuted.	COMPLETE
1/05/2025	9.5	Review of the Prudential Review Policy	That the East Waste Board adopt the Prudential Management Policy subject to the amendments as minuted	COMPLETE

1/05/2025	9.7.3	Organics Tender Update	The East Waste Board approves the current contract with Jeffries for the provision of organic waste services be extended at the current contract price plus CPI until 30 September 2025	COMPLETE: East Waste have entered into a short-term contract extension with Jeffries through to 30 September 2025. The same terms and conditions of the existing Agreement apply, with a service rate adjustment equivalent to CPI from 1 July 2025.
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FY25 Annual Plan Implementation Summary Matrix

NO.	ACTIVITY/PROJECT	OVERVIEW	STRATEGY	MAIN KPI TARGET	STATUS UPDATE
DELIVER COST EFFECTIVE AND EFFICIENT SERVICES AND FACILITIES					
1	Continue & Expand Core services	East Waste optimisation will come from providing a full suite of services to Member Councils. Where this doesn't occur, East Waste will present detailed business cases for the Council's consideration in a bid to secure these services.	1.1	Vision Target	Commenced management of several Council's second bin permits processes. Several discussion with City of Mitcham regarding collection of their landfill bins.
2	Investigate opportunities outside of existing Member Councils.	When potential opportunities arise, East Waste will investigate service provision to non-member Councils and subsidiaries where the benefit and/or the fostering of partnerships can drive value to Member Councils.	1.1	Vision Target	No suitable opportunities presented to date.
3	'Landfill' Bin Contract	Member Councils have historically held their own contracts for the disposal/processing of the red/blue bin. As a subsidiary focussed on aggregation, East Waste will investigate, and if feasible, pursue an East Waste-led red/blue bin processing contract	1.2	At least 75% of kerbside material separately collected & recycled	In January 2025 three (3) member Councils landfill bin material commenced being processed under the East Waste - Cleanaway Contract. With another member Council considering joining the contract.
4	Increase Customer Engagement Opportunities	East Waste has implemented a number of customer service engagement systems in recent years and this work will continue with the consolidation of Customer Service Systems; ultimately creating an improved work management flow.	1.5	Vision Target	East Waste has enhanced our customer service systems using data from our new phone system to improve customer interactions. This has increased our efficiency and responsiveness. Additionally, updates to our online portal have improved its usability, making it easier for customers to access services. Administration are also in the

MAXIMISE SOURCE SEPARATION & RECYCLING

5	Advance trials and rollout of weekly organics collections	Through the success of current trials undertaken by East Waste and more broadly across metropolitan Adelaide, East Waste will pursue the design and implementation of at least one further weekly organics collection trial and a full Council rollout.	2.1	At least 75% of kerbside material separately collected & recycled 100% of food waste separately collected and recycled.	Working with AHC, Burnside, Campbelltown, Prospect and Unley on implementing, expanding and/or continuing their existing weekly FOGO services. General Manager continues to be active in advocating for revised legislation to assist Member Councils rolling out long lasting FOGO collections. Currently preparing a response to the State Governments Waste Strategy.
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PROVIDE LEADING AND INNOVATIVE BEHAVIOUR CHANGE AND EDUCATION

6	Delivery of the "Why Waste It?" behaviour change program and associated social media.	Utilising the results of the reviews and biennial kerbside audits undertaken over the past 6 years, refine and deliver the ongoing successful "Why Waste It?" program, with a strong food waste separation focus	3.2	Vision Target	The Why Waste It Education Campaign, delivered across both schools and the general community, has been a key initiative of East Waste. Recently, the program has been enhanced with the addition of the OZHARVETS Feast program. This integration extends the campaign's reach and impact, incorporating new resources and activities that focus on food waste reduction and sustainable practices.
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HELP DRIVE A LOCAL CIRCULAR ECONOMY

7	Develop and Procure high value processing contracts	East Waste on behalf of engaged Member Councils will procure new long-term organic and co-mingled recycling contracts with a focus on ensuring the collected material is processed in a manner which retains and utilises the material at its highest order and so far as possible, locally.	4.4	Vision Target	Procurement activities are currently underway for both Organics and Recycling Contracts.
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PROVIDE LEADERSHIP

8	Fleet Replacement	In line with the Long Term Financial Plan, undertake the replacement of five (5) collection vehicles.	5.4	Provide Leadership	New Tender Process has been completed and awarded to new supplier (Superiorpak) for commencement in FY26.
9	WHS System Responsibility and Accountability	Continuation of ongoing Risk Management and Work Health & Safety systems and processes to provide a safe and healthy workplace for all employees and those which interact with us	5.1	Provide Leadership	Current WHS action plan has been delivered and EW Administration received a 100% result. New 2024/ 2025 is still be considered for endorsement by LGRS
10	Develop Carbon Accounting	With a strong focus on emissions and carbon reporting, East Waste will undertake a project to identify the extent of its carbon emissions and future projects to target reduction.	5.4	Provide Leadership	Administration have been working with a consultant to gather data and complete scope one of the project which will provide us with our current carbon emissions.

East Waste Annual Reporting Calendar Board and Audit & Risk Management Committee 2025

	Feb	Apr/May	Jun	Sep	Nov	
Audit & Risk Management Committee Meeting	Feb 19	Apr 23	Jun 18	Sep 17	Nov 12	✓ Item previously presented/endorsed
Board Meeting	Feb 27	May 1	Jun 26	Sep 25	Nov 27	✓ Item included in current meeting Agenda
						• Item deferred to a future meeting
						✗ Item not presented this calendar year

Meeting	Financial						Notes
B	A&R	Budget Review 2	✓				
B	A&R	Draft Annual Plan & Budget Assumptions	✓				
	A&R	Review of Proposed External Audit Work Plan		✓			Prepared by Galpins
	A&R	Review of Porposed Internal Audit Work Plan		✓			Draft a assurance map presented to April meetings. Draft audit plan presented in June.
B	A&R	Budget Review 3		✓			
B	A&R	Interim External Audit Report			✓		
B	A&R	Annual Plan and Budget Endorsement			✓		
B		Review of Confidential Orders			✓		Board Agenda only.
B	A&R	Draft Audited Financial Statements & Meeting with Auditor					
B	A&R	Regulation 10 Financial Report					
B	A&R	Review of Asset Management Plan					
B	A&R	Draft Annual Report for Endorsement					
B	A&R	Budget Review 1					
B	A&R	Long Term Financial Plan Review					
B	A&R	Treasury Management Performance Report					
B	A&R	Customer Service Metrix Report					New annual addition to the Agenda, as requested at November 2024 Board Meeting.
	Governance						
B	A&R	Board & Committee Appointments	✓				
B		Annual Education Summary Report			✓		Board Agenda only.
B		Lodgment of RPD, Primary, and Ordinary Returns					
B		General Manager Performance Review					Subject to recruitment and arrangements for newly appointed General Manager.
B	A&R	Policy Review Schedule					
B	A&R	Board and Audit & Risk Management Committee Performance Evaluations					
B	A&R	Proposed Meeting Schedule for Proceeding Year					
	Risk						
B	A&R	Strategic Risk Register Review	•	✓			Endorsed in April meeting cycles.