



Eastern Waste Management Authority General Manager Performance Review Committee

Agenda

Friday 19 June 2026

Notice is hereby given that a meeting of the Eastern Waste Management Authority
General Manager Performance Review Committee
will be held at the City of Prospect
128 Prospect Road, Prospect
on Friday 19 June 2026 commencing at 9.30 am.

Acknowledgement of Country

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

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



Agenda

Eastern Waste Management Authority General Manager Performance Review Committee Meeting

Meeting to be held on Friday 19 June 2026 commencing at 9.30am.
at the City of Prospect, 128 Prospect Road, Prospect.

1. Present

2. Acknowledgement of Country

3. Apologies

4. Declarations of Interest

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

5. Confirmation of Minutes

Recommendation: That the minutes of the Eastern Waste Management Authority General Managers Performance Committee meeting held on 30 April 2026 be received as a true and correct record.

6. Items of Business

6.1 General Manager's 2026/27 Key Performance Indicators Page 7

7. Confidential Reports

7.1 General Manager's Performance Review Page 13

7.2 General Manager's Remuneration Review Page 14

8. Next Meeting of the General Manager Performance Review Committee

The next meeting of the General Manager Performance Review Committee is proposed to be held at time and location to be advised.

9. Closure of Meeting



**Eastern Waste Management Authority
General Manager Performance Review Committee
Minutes**

Thursday 30 April 2026

Minutes

Eastern Waste Management Authority General Manager Performance Review Committee

Meeting held on Thursday 30 April 2026 at the City of Norwood, Payneham & St Peters.

1. Opening

The Presiding Member, Mr S Dilena, declared that a quorum was present and opened the meeting at 4.47 pm.

The Presiding Member read the Acknowledgement to Country.

2. Attendance

Members

Mr S Dilena	Presiding Member, City of Prospect
Mr F Bell	Independent Chair of the East Waste Board
Cr G Piggott	Deputy Chair of the East Waste Board City of Norwood, Payneham & St Peters (<i>entered the meeting at 4.55 pm</i>)
Cr P George	City of Mitcham
Ms C Ordish	Consultant, Perks People Solution

Administration

Ms V Davidson GMPRC Committee Secretariat

3. Apologies

Nil.

4. Declarations of interest

Nil.

5. Confirmation of Minutes

5.1 Minutes of the East Waste General Manager Performance Review Committee Meeting

Moved Mr F Bell that the minutes of the East Waste General Manager Performance Review Committee Meeting held on 16 February 2026 be confirmed as a true and correct record.

Seconded: Cr P George

Carried

6. Matters for Consideration

6.1 Approach to Annual Key Performance

The General Manager Performance Review Committee (Committee) agreed to conduct a 'live review' of the General Manager's performance comprising the following components:

- The General Manager will present to the Committee on progress against his Key Performance Indicators (KPIs) and the responsibilities outlined in his Position Description for a period of 20 minutes at the next meeting of the Committee. The General Manager will be advised of this requirement by the Presiding Member of the Committee.

- Ms C Ordish will prepare an Assessment Matrix by which the individual members of the Committee will assess the General Manager's performance.
- The General Manager will be asked to leave the meeting. Mr Matt Hobby, Director Perks People Solutions, will facilitate a conversation with the Committee to reach a consensus regarding the General Manager's overall performance.
- Mr Hobby will prepare a report which will be included in the 25 June 2026 Board Agenda as a late paper.
- Feedback on the performance review process will be provided to the General Manager at the conclusion of the 25 June 2026 East Waste Board meeting.

6.2 Remuneration Review Process

- The Committee expressed their preference for a nuanced remuneration review process, given that the General Manager is continuing to develop in the role.
- Mr Hobby is to define an appropriate remuneration review process and provide it to the Presiding Member for feedback.
- The outcome of the remuneration review process will be included in the above-mentioned report to the East Waste Board.

6.3 General Manager's KPIs 2026/27

- The Presiding Member of the Committee and the Independent Chair of the East Waste Board will develop draft KPIS for 2026/27 offline. These will be presented to the Committee for consideration and comment on 19 June 2026.

7. Next meeting of the General Manager Performance Review Committee

The next meeting of the General Manager Performance Review Committee is to be held at 9.30 am on Friday 19 June 2026 at the City of Prospect.

8. Closure of meeting

There being no further business, the Presiding Member declared the meeting closed at 5.24 pm.

These minutes have been signed as a true and correct record of the East Waste General Manager Performance Review Committee Meeting held on 30 April 2026.

Signed _____

Presiding Member

Date ____/____/____

6.1 Draft General Manager KPIs for the 2026/27 Financial Year

Report Author GMPRC Secretariat

Attachments A: Draft General Manager KPIs for the 2026/27 Financial Year

Purpose and Context

The Terms of Reference for the General Manager Performance Review Committee (the Committee) require that, each year, the Committee and the General Manager jointly develop a Performance Plan. This plan must include Key Performance Indicators (KPIs) aligned with East Waste’s Business Plan, which will serve as the basis for the subsequent performance review.

This report provides Committee Members with proposed KPIs as part of the performance plan for the 2026/27 Financial Year for their consideration

Recommendations

That the General Manager Performance Review Committee:

- 1. endorses the Key Performance Indicators as listed in Attachment A, Draft General Manager KPIs 2026/27, Item 6.1, General Manager Performance Review Committee Meeting, 19 June 2026.*
- 2. recommends to the East Waste Board that the Draft General Manager KPIs 2026/27 be adopted and form part of the General Manager’s Performance Plan for the 2026/27 Financial Year.*

Strategic Link

Objective 5. Provide Leadership

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

Background

Clause 29.3 of the Eastern Waste Management Authority Charter states that the Board shall appoint a Chief Executive Officer (General Manager) on a fixed term performance-based employment contract, which does not exceed five (5) years in duration. Mr Leonard Leyland was appointed to the position of General Manager of East Waste on 28 July 2025 for a term of three (3) years.

The General Manager Performance Review Committee (the GMPRC Committee) was established by the East Waste Board in September 2025 and was tasked with determining the General Manager’s Performance Plan (including Key Performance Indicators), assessing the General Manager’s performance against that plan and determining the remuneration of the General

Manager. The GMPRC Committee's role is limited to providing recommendations to the East Waste Board on these matters.

It is noted that Clause 21.3.1 of the General Manager's contract of employment states that the review of the total employment cost package may take into account the achievement of agreed key performance indicators and other performance goals.

Report

At the GMPRC Committee meeting held on 30 April 2026 it was agreed that the Presiding Member of the GMPRC Committee and the Independent Chair would draft the proposed KPI's. These KPIs have now been prepared in consultation with, and supported by, the General Manager. A copy of the KPIs proposed for the period 1 July 2026 to 30 June 2027 are included at **Attachment A** to this report, for the Committee's consideration.

On endorsement by the GMPRC Committee, the proposed General Manager KPIs for the 2026/27 Financial Year will be presented to the East Waste Board.

Conclusion

It is the role of the GMPRC Committee to provide draft Key Performance Indicators to the East Waste Board for consideration and adoption.

The final KPIs will be appended to the General Manager's contract of employment and will form part of the 2026/27 General Manager's Performance Plan which will inform his next performance and remuneration review.

General Manager Key Performance Indicators 2026/27

1. Strategic Leadership, Industry Knowledge & External Engagement

Objective

Ensure the Authority is well positioned within a rapidly changing waste, recycling and regulatory environment.

Key Accountabilities

- Demonstrate comprehensive and current knowledge of the waste and resource recovery sector, including:
 - Environmental Protection and Heavy Vehicle laws, and standards, relevant to municipal waste operations.
 - EPA policy settings, levy impacts, and emerging regulatory reform.
 - Commercial dynamics across municipal and recycling markets in South Australia across a variety of councils and regional subsidiaries.
- Actively engage with the broader waste sector to position the Authority as a credible, informed partner and sector leader.
- Facilitate structured peer benchmarking across comparable local government waste authorities to drive continuous improvement and innovation.
- Develop a strategy for purchasing of an East Waste Depot to future proof the business operations.

Performance Measures

- Formal briefing(s) provided to the Board on emerging industry risks, reforms, or opportunities in Board Meetings.
- Participation in CEO-level forums, benchmarking activities, or sector leadership events.
- Evidence of applied learnings from peer benchmarking influencing East Waste strategy or operations.
- Development of a strategy for the purchase of a new Depot being presented to the Board in the next 12 months.

2. Governance, Council Relationships & Stakeholder Confidence

Objective

Maintain strong, transparent governance and trusted relationships with all Constituent Councils.

Key Accountabilities

- Lead the completion, agreement and implementation of an updated Authority Charter within 12 months.

- Ensure governance processes support sound, timely and lawful decision-making.
- Maintain effective, constructive engagement with Constituent Councils, senior officers and council members.
- Establish and maintain clear service expectations between the Authority and Constituent Councils.

Performance Measures

- Updated Charter formally endorsed by all Constituent Councils.
- Evidence of decisions being progressed through appropriate Authority and Council governance frameworks.
- Positive feedback from Constituent Councils regarding clarity of roles, timeliness of advice, and quality of engagement.
- Service Level Agreements in place and operating as intended.

3. Operational Effectiveness & Major Program Delivery

Objective

Deliver major system change programs and services efficiently, safely and in line with Council expectations.

a) FOGO Rollout – Demand and Capacity Management

Key Accountabilities

- Provide strategic oversight of the progressive rollout of FOGO services across Constituent Councils.
- Ensure fleet, staffing, depot and administrative capacity aligns with rollout sequencing.
- Develop, in consultation with participating Councils, an agreed rollout program integrated with the Long-Term Financial Plan.

Performance Measures

- Endorsed Council-supported FOGO rollout program for participating Councils.
- Evidence of capacity risks identified and managed.
- Delivery milestones achieved in line with agreed plans.

b) Contract Procurement and Transition

Key Accountabilities

- Oversee the procurement, award and transition of the Recycled Waste, Fuel, Fleet and Bins Contracts.
- Ensure probity, risk and governance requirements are met throughout the process.
- Maintain effective Council engagement before, during and after contract award (where relevant).

Performance Measures

- Successful contract award and transition without material service disruption.
- No adverse probity, audit or governance findings.
- Councils demonstrably informed and engaged throughout the procurement where relevant.
- Evidence of value-for-money decision-making in major contracts and investments

4. Financial Stewardship & Commercial Performance

Objective

Ensure strong financial governance, sustainability and value-for-money outcomes for Constituent Councils.

Key Accountabilities

- Deliver the approved annual budget within agreed tolerances.
- Ensure transparent financial reporting and long-term financial sustainability.
- Manage levy exposure, contract costs and commercial risks in the best interests of Constituent Councils.
- Embed cost-recovery principles where services are provided on a fee-for-service basis.

Performance Measures

- Budget delivered within approved parameters.
- Forecast and actual variances clearly explained and managed.
- Board confidence in the Authority's financial position and outlook.

5. Work Health & Safety Leadership and Risk Management

Objective

Provide visible leadership to reduce risk and ensure a safe workplace across all Authority operations.

Key Accountabilities

- Lead the development and implementation of a targeted WHS improvement program aligned with sector risk profiles.
- Promote a strong safety culture across fleet, operations and administration.
- Maintain effective relationships with insurers, regulators and risk advisory bodies.

Performance Measures

- WHS improvement actions implemented and tracked.
- Demonstrated improvement in safety indicators or risk controls.
- Positive engagement and feedback from relevant risk and insurance bodies.
- Clear reporting to the Board on WHS performance and emerging risks.

6. People, Culture & Organisational Capability

Objective

Build a capable, engaged workforce aligned with the Authority's strategic direction.

Key Accountabilities

- Lead delivery of employee engagement and culture initiatives across all workforce demographics.
- Ensure engagement action plans are collaboratively implemented in a timely manner.
- Communicate progress and outcomes regularly to the workforce.

Performance Measures

- Tangible progress made on priority actions from Employee Culture Engagement Action Plans.
- Evidence of inclusive engagement across operational, administrative and leadership cohorts.
- Regular workforce communications demonstrating transparency and follow-through.

Overall Evaluation Approach

The General Manager will be assessed on both delivery of these KPI outcomes and the quality of leadership demonstrated in their achievement, including integrity, collaboration, risk awareness and alignment with Constituent Council interests.

7.1 General Manager's 2026 Performance Review

Report Author GMPRC Secretariat

Attachments A: General Manager's 2025/2026 Key Performance Indicators
B: General Manager Performance Review Assessment Matrix

Pursuant to Section 83(5) of the *Local Government Act 1999*, the Report attached to this Agenda item and the accompanying documentation is provided to the General Manager Performance Review Committee Members upon the basis that the Committee will consider the Report and the documents in confidence under Part 3 of the Act, specifically on the basis that the General Manager Performance Review Committee will receive, discuss or consider:

- Section 90(2) & (3)(a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead) being Mr Leonard Leyland, General Manager of East Waste.

7.2 General Manager's 2026 Remuneration Review

Report Author Executive Administration Assistant

Attachments A: General Manager Remuneration Benchmarking Report

Pursuant to Section 83(5) of the *Local Government Act 1999*, the Report attached to this Agenda item and the accompanying documentation is provided to the General Manager Performance Review Committee Members upon the basis that the Committee will consider the Report and the documents in confidence under Part 3 of the Act, specifically on the basis that the General Manager Performance Review Committee will receive, discuss or consider:

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