Eastern Waste Management Authority
Special Audit & Risk Management Committee Meeting

Minutes

Thursday 13 August 2026

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

Meeting held on Thursday 13 August 2026 commencing at 3.30 pm via MS Teams.

Welcome
The Chair, Mrs E Hinchey, declared that a quorum was present and opened the meeting at 3.30 pm.

1. Acknowledgement of Country

With the opening of the meeting the Chair stated:

We would like to acknowledge that the land that some of us 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.

2. Present

Committee Members:

Mrs E Hinchey	Independent Chair
Ms L Green	Independent Member
Ms N Caon	Independent Member
Mr F Bell	East Waste Board Representative
Mr A Wiguna	East Waste Board Representative

In Attendance:

Mr L Leyland	General Manager
Ms K Vandermoer	Acting Manager Business Services
Mr A Veloor	Finance Business Partner
Ms V Davidson	Principal Consultant, Clearly Strategic
Ms C Garrett	UHY Haines Norton
Ms K Peake	UHY Haines Norton

3. Apologies
Nil.

4. Declarations of interest

Nil.

5. Adjourned Business

5.1 Re-presentation of Internal Audit Result: Payroll

Background

East Waste's first internal audit cycle commenced 1 July 2025, with the Payroll Audit undertaken in September 2025, and the results presented by UHY Haines Norton to the November Audit & Risk Management Committee meeting. While the Committee expressed satisfaction with the result, the East Waste Board expressed an interest in the Committee's level of comfort where payroll risks remain as 'Medium,' particularly where no recommendations were made, and questioned whether the format was adequate. The Board noted the report. However, it was requested that the report be re-presented to the Audit & Risk Management Committee for further discussion and comment.

Summary of Committee Discussion

The Committee commended UHY Haines Norton on the readability of the improved format of the report. It was noted that the audit findings in September 2025 have been actioned by Management. The Internal Audit Result: Payroll will be represented to the East Waste Board for their consideration.

Resolution

Moved Ms L Green that the Audit & Risk Management Committee receives and notes the Payroll Internal Audit Report prepared by UHY Haines Norton, as presented in Attachment A – 'UHY Haines Norton Internal Audit Report' (*Item 5.1, Special Audit & Risk Management Committee Meeting,13 August 2026).*

Seconded: Ms N Caon **Carried**

5.2 Internal Audit Results – Business Continuity

Background

The Internal Audit Results – Business Continuity were presented to the Audit and Risk Committee meeting 22 April 2026 at which time the Committee requested that UHY Haines Norton amend the Internal Audit Report 'to clarify the findings of the audit and the actions required by the Administration.

Summary of Committee Discussion

The Committee welcomed the readability of the amended report, noting that the clearly presented recommendations would facilitate effective tracking.

The Committee stressed that Management's responses need to include specific outcomes and actions which are then to be reported against on the Audit Progress Tracking Report.

The Committee requested that Management ensure that learnings from the COVID pandemic be captured in the Business Continuity Plan.

Resolution

Moved Ms N Caon that the Audit & Risk Management Committee receives and notes the Internal Audit Result: Business Continuity as presented by UHY Haines Norton, (*Attachment A, Item 5.2, Special Audit & Risk Management Committee Meeting,13 August 2026)*.

Seconded: Mr F Bell **Carried**

Ms K Peake and Ms C Garrett disconnected from the meeting at 3.51 pm.

5.3 Review of the Complaint Handling Policy

Background

The East Waste Complaint Handling Policy (Policy) has undergone a scheduled review and was presented to the Audit & Risk Management Committee for consideration and feedback before being presented to the East Waste Board for adoption. The Policy was most recently reviewed by the East Waste Board in June 2023.

As a service-based organisation, East Waste has received, and will continue to receive, complaints about issues of concern. The revised Policy is designed to support Administration in handling complaints while improving the customer experience, ensuring good governance and recognising that complaints and feedback provide opportunities for continuous improvement.

Discussion

The Audit & Risk Management Committee expressed satisfaction with the revised Policy and requested Administration to consider the following matters:

- *The role social media plays in complaint handling and providing a hyperlink to the Policy should complaints be raised on East Waste's social media platforms.*
- *Including a definition of 'complaints register'.*
- *Incorporating reference to the Service Level Agreements under related documents.*
- *Other minor amendments.*

Resolution

Moved Ms L Green that the Audit & Risk Management Committee having considered the revised draft Complaint Handling Policy, Item 5.3, Attachment A, Audit & Risk Management Committee Meeting 13 August 2026:

1. requests that Administration consider the feedback on the revised draft Complaint Handling Policy for consideration prior to presentation to the East Waste Board.
2. recommends that the East Waste Board adopt the revised draft Complaint Handling Policy.

Seconded: Ms N Caon **Carried**

5.4 Draft Accountability Policy

Background

At the April 2026 meeting of the East Waste Board the Board resolved that Administration be requested to prepare a draft Compensation Policy to formalise how Constituent Councils are compensated for liabilities incurred by the operations of East Waste.

A draft Compensation Policy was presented to the Audit & Risk Management Committee meeting of 10 June 2026 with the Committee resolving:

> *That the Audit & Risk Management Committee having considered the draft Constituent Council Compensation Policy, (Item 9.8, Attachment A, Audit & Risk Management Committee Meeting 10 June 2026), do not support the content and*

request that a simpler approach, with suitable administrative procedures be presented to the September meeting of the Committee.

The Chair of the East Waste Board provided feedback to Administration on the required intent of the Policy and accordingly the proposed Accountability Policy was drafted and presented to the Committee for consideration and comment.

Discussion

While supportive of the Accountability Policy's overall content, the Audit & Risk Management Committee expressed concerns regarding the expanded duties assigned to the Board Chair. However, it was acknowledged the Authority does have the ability to delegate additional responsibilities to the Board Chair. The Committee suggested that the document be presented as an Administrative Policy rather than a Public Policy, to appropriately reflect the Policy focus on operational matters between the Authority and the Constituent Councils.

Resolution

Moved Ms N Caon that the Audit & Risk Management Committee having considered the proposed Accountability Policy, Item 5.4, Attachment A, Special Audit & Risk Management Committee Meeting 13 August 2026:

1. notes that the proposed Accountability Policy establishes a clear framework for accountability where concerns arise regarding the efficient and effective conduct of East Waste's activities, including where those matters have financial implications for Constituent Councils.
2. notes that the proposed Accountability Policy clarifies the respective accountability roles of the East Waste Board, the Independent Chair of the East Waste Board and the General Manager, including that primary responsibility for performance accountability rests with the Chair and the General Manager, while the Board retains its collective governance and decision-making responsibilities under the Charter.
3. provides the following feedback:
   a. consideration be given to classifying the draft Accountability Policy as an Administrative Policy.
   b. that the word 'annual' be removed from clause 5.1 of the proposed Accountability Policy
4. recommends that the East Waste Board adopt the proposed Accountability Policy.

Seconded: Ms L Green **Carried**

5.5 Matters Referred to the Committee by the East Waste Board

Background

The report presented matters for the Audit & Risk Management Committee's (Committee) consideration and recommendation or information, as referred to by the Committee by the East Waste Board. The purpose of the report is to provide the Committee with a clear summary of each referred item, together with the relevant background, issues for consideration, and any implications for governance, risk, compliance, or oversight responsibilities.

Matters brought to the attention of the Committee included the:

- *upcoming vacancy for an Independent Committee Chair, noting Mrs Emma Hinchey's retirement from the Committee at the end of her current tenure.*
- *East Waste Board of Management Code of Conduct.*
- *General Manager's Financial Delegations.*
- *review of the East Waste Charter.*

Discussion

The Committee discussed the individual items as requested. Noting the following:

a) Appointment of Independent Chair to the Audit & Risk Management Committee

Committee members and the Administration expressed their thanks and appreciation to Mrs Hinchey on her strong leadership of the Committee during her tenure, noting that Mrs Hinchey's term expires at the end of November 2026.

AM Consulting are conducting the recruitment and shortlisting process on behalf of the Authority. Administration intent to recommend to the East waste Board that a Nomination Committee be established to interview and determine the most appropriate candidate to be recommended to the Constituent Councils for appointment to the Committee.

b) East Waste Board of Management Code of Conduct

Following discussion, the Committee determined that the East Waste Board of Management Code of Conduct was not directly transferable to the operations of the Committee. Given the Board's mandate for such a framework, it was agreed that a tailored, Committee-specific code of conduct is required. It was proposed that the Audit & Risk Committee Code of Conduct be appended to the Committee's Terms of Reference.

Members of the Committee expressed concern about the request that they comply with section 72 of the Local Government Act 1999 regarding the submission of Primary and Ordinary Returns. Administration will provide an update on this requirement at the September meeting of the Audit & Risk Management Committee.

c) General Manager's Financial Delegations

The Committee discussed the operation of the General Manager's Financial delegations. It was noted that while the East Waste Board has requested the Committee determine an appropriate value for the financial delegations, expenditure may not exceed $50,000 unless the expenditure has been pre-approved in the Authority's Annual Plan. Actual payments are made by dual signatories. The Committee expressed comfort with this arrangement.

d) Review of the East Waste Charter

The review of the East Waste Charter is progressing well. Mr Bell advised that Norman Waterhouse Lawyers have been asked to provide specific advice on a particular matter which will be presented to a future meeting of the Committee.

Resolution

Moved Ms N Caon that the Audit & Risk Management Committee:

1. notes the matters referred to the Committee by the East Waste Board as presented in Item 5.5, Special Meeting of the Audit & Risk Management Committee, on the 13 August 2026.
2. receives the Eastern Waste Management Authority Board Code of Conduct (*Attachment A, Item 5.5, Special Audit & Risk Management Committee Meeting 13 August 2026*) and requests that the East Waste Board considers a bespoke Code of Conduct for the Members of the Audit & Risk Management Committee.
3. recommends to the East Waste Board that the General Manager's Financial Delegations be as follows:
   a) Purchasing Limit - $500,000
   b) Electronic Funds Transfer Limit - $3,000,000
   c) Credit Card Limit- $5,000.

Seconded: Mr F Bell **Carried**

6. Reports

6.1 Review of the A&RM Committee Terms of Reference

Background

This report presented the amended draft Audit & Risk Management Committee Terms of Reference for the Committee's review and consideration. Earlier this year, it was identified that the process for appointing members to the Committee did not align with the provisions of either the Local Government Act 1999 or the East Waste Charter.

The Terms of Reference have therefore been comprehensively reviewed to ensure legislative compliance and reflect the current operation of the Committee.

Discussion

The Committee reviewed the draft Audit & Risk Management Committee Terms of Reference, focusing on statutory compliance, recruitment procedures, and document accuracy. Key outcomes included clarifying the role of the new Nominations Committee in evaluating candidates, directing amendments to ensure appointment authority is clearly defined, and addressing inconsistencies in the track-changed documentation.

Members debated a proposed amendment to the Charter that would allow Constituent Councils to delegate appointment powers directly to the Authority to streamline the recruitment process. While noting legal advice supported this delegable power, the Committee discussed the ongoing political and timing risks if individual councils sought to direct Board member votes.

To improve council buy-in, management suggested the Nominations Committee include Constituent Council CEOs or their nominees. Additionally, the Committee requested that the terms of reference explicitly reference a collective skills and experience matrix to guide the Nominations Committee during future vacancies.

Resolution

Moved Ms N Caon that the Audit & Risk Management Committee:

1. notes the amended draft Audit and Risk Management Committee Terms of Reference.
2. requests that Administration consider the feedback of Committee on the proposed draft amendments to the Audit and Risk Management Committee Terms of Reference as shown in Attachment A, Item 6.1, Special Audit & Risk Management Committee Meeting, 13 August 2026 and present an updated version of the amended draft Audit and Risk Management Committee Terms of Reference at the next ordinary meeting of the Audit & Risk Management Committee.

Seconded: Ms L Green **Carried**

6.2 Draft Public Consultation Policy

Background

The draft Public Consultation Policy (Policy) was prepared to support East Waste's obligation under clause 39.1.3 of the East Waste Charter to prepare, adopt and keep under review a policy on public consultation that conforms with section 50 of the Local Government Act 1999 and is consistent with the Community Engagement Charter published by the Local Government Association of South Australia.

The draft Policy establishes a framework for how East Waste will undertake public consultation and community engagement when required by law, by the East Waste Charter, or where the East Waste Board determines consultation is appropriate. It sets out consultation principles, categories of consultation, matters that may require consultation, how feedback will be considered, and administrative responsibility for implementation.

Discussion

The Committee considered the newly developed draft Public Consultation Policy, which was introduced to satisfy mandatory requirements identified during a review of the East Waste Charter.

Management confirmed that Constituent Councils would formally review the draft following Committee and Board feedback. The Committee discussed boundaries between East Waste's statutory obligations and the broader community engagement frameworks maintained by individual councils. Members noted that direct feedback and community consultation usually fall to the respective councils. However, the Committee highlighted that residents view East Waste as a direct service provider, prompting concerns that the term "public" in the Policy title could cause jurisdictional confusion or be perceived by the Constituent Councils as overstepping authority.

Consequently, the Committee determined that the mandate within the current Charter reflects a legacy issue that is no longer fit for purpose. It was considered that rather than implementing a complex policy, the underlying Charter should be amended during its *current review cycle to clarify or remove this requirement. The Committee therefore resolved to pause further work on the Public Consultation Policy and recommend to the Board that the Charter review process be utilised to resolve what is explicitly required.*

Resolution

Moved Ms N Caon that the Audit & Risk Management Committee having considered the Draft Public Consultation Policy, (*Item 6.3, Attachment A, Special Audit & Risk Management Committee Meeting 13 August 2026*) recommends to the East Waste Board that further work on the Public Consultation Policy be paused until the East Waste Charter has been fully reviewed and clarity is provided as to the purpose of the Public Consultation Policy.

Seconded: Ms L Green **Carried**

6.3 Draft Protection of the Environment Policy

Background

The Draft Protection of the Environment Policy (Policy) was prepared to meet East Waste's obligation under clause 39.1.6 of the Eastern Waste Management Authority Charter to prepare, adopt and keep under review a policy on the protection of the environment.

The Policy provides a clear governance framework for how East Waste will manage the environmental impacts associated with waste collection and transport activities undertaken on behalf of its Constituent Councils. It sets out commitments relating to pollution prevention, lawful waste transport, resource recovery, environmental risk management, incident response, and ongoing monitoring and review.

Discussion

During the discussion, Committee Members evaluated how the draft Policy addresses fleet emissions and operational constraints. While noting a suggestion to highlight emissions reduction targets to support the transition to electric staff vehicles, Management cautioned against making emissions reduction a standalone focal point. This approach avoids creating an unrealistic expectation for a quick shift to electric vehicles when heavy waste collection trucks are not yet commercially viable for the fleet. The Committee agreed that the broad-brush environmental commitment in section 3.1 of the draft Policy adequately encapsulates these goals without exposing the organisation to specific operational liabilities.

The Committee requested several targeted refinements to the draft Policy, including:

- *Depot Maintenance: Amending section 4.2 to explicitly include facility, plant, and equipment maintenance to address point-source pollution management under EPA responsibilities (e.g., wash bays).*
- *Policy Scope: Expanding the scope statement to cover activities undertaken on behalf of both Constituent and Non-constituent Councils to remain aligned with the full capabilities allowed under the East Waste Charter.*

Recommendation

Moved Ms N Caon that the Audit & Risk Management Committee having considered the draft Protection of the Environment Policy, Item 6.3, Attachment A, Special Audit & Risk Management Committee Meeting 13 August 2026:

1. endorses the draft Protection of the Environment Policy, subject to the following amendments:
   a) amending section 4.2 to explicitly include facility, plant, and equipment maintenance to address point-source pollution management under EPA responsibilities (e.g., wash bays).
   b) expanding the scope statement to cover activities undertaken on behalf of both Constituent and Non-constituent Councils to remain aligned with the full capabilities allowed under the East Waste Charter.
2. recommends the draft Protection of the Environment Policy to the East Waste Board for adoption.
3. requests that Administration ensure relevant supporting procedures, reporting mechanisms, and implementation responsibilities are aligned with the Protection of the Environment Policy.

Seconded: Mr A Wiguna **Carried**

7. Confidential Items

Nil.

8. Closure

The Chair declared the meeting closed at 5.32 pm.

9. Next Meeting

The next Ordinary Meeting of the Audit & Risk Management Committee is proposed to be held at 4 pm on 16 September 2026 at HenderCare, Level 3/81 Flinders Street, Adelaide.

These minutes have been signed as a true and correct record of the Special East Waste Audit & Risk Management Committee Meeting of 13 August 2026.

Signed ______________________________
Chair

Date _______/_______/______