Eastern Waste Management Authority
Audit & Risk Management Committee Meeting

Agenda

Wednesday 16 September 2026

Notice is hereby given that a meeting of the East Waste Audit &Risk Management Committee
will be held at HenderCare,
3/81 Flinders Street, Adelaide
on Wednesday 16 September 2026 commencing at 4 pm.

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.

EastWaste

Agenda

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

Meeting to be held on Wednesday 16 September 2026 commencing at 4 pm.
at HenderCare 3/81 Flinders Street, Adelaide.

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 the Minutes

Recommendation:

5.1 That the Minutes of the Eastern Waste Management Authority Ordinary Audit & Risk Management Committee Meeting held on held on 10 June 2026 be confirmed as a true and correct record.

5.2 That the Minutes of the Eastern Waste Management Authority Special Audit & Risk Management Committee Meeting held on held on 13 August 2026 be confirmed as a true and correct record.

6. Matters arising from the Minutes

7. Questions Without Notice

8. Presentations

9. Reports

10. Confidential Reports

11. Next Meeting of the Board

The next Ordinary Audit & Risk Management Committee Meeting is proposed to be held at:
4 pm on Wednesday 11 November 2026, at HenderCare 3/81 Flinders Street, Adelaide.
Followed by a farewell for our illustrious Chair, Emma.

13. Closure of Meeting

EastWaste

Eastern Waste Management Authority
Ordinary Audit & Risk Management Committee

Minutes

Wednesday 10 June 2026

Minutes

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

Meeting held on Wednesday 10 June 2026 at 4.00 pm,
HenderCare, Level 3/81 Flinders Street, Adelaide.

Welcome

The Chair, Mrs E Hinchey, declared that a quorum was present and opened the meeting open at 3.59 pm.

1. Acknowledgement of country

With the opening of the meeting the Chair stated:

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.

2. Present

Directors:

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

In Attendance:

Mr L Leyland	General Manager
Ms K Vandermoer	Acting Manager Business Services
Mr A Veloor	Finance Business Partner
Ms V Davidson	Executive Administration Officer; Independent Consultant

3. Apologies

Nil.

4. Disclosures of interest

Nil.

5. Confirmation of the minutes

Moved Ms L Green that the Minutes of the East Waste Audit and Risk Management Committee meeting held on 22 April 2026 be confirmed as a true and correct record.

Seconded: Ms N Caon **Carried**

6. Matters arising from the minutes

Nil.

7. Questions Without Notice

Nil.

8. Presentations

Nil.

9. Reports

9.1 General Manager's Update

The General Manager provided the Audit & Risk Management Committee with an overview of organisational performance, strategic priorities, key risks, and emerging opportunities. The report is intended to support informed decision-making, ensure appropriate governance oversight, and align management activities with East Waste's strategic direction.

Discussion

The General Manager presented the Committee with information reflecting the approximate operational impact should all Constituent Councils wish to roll out FOGO, using both the current scenario and also the scenario should weekly opt outs not be required. Adelaide Hills Council have indicated that they wish to fully roll out FOGO in 2028. The Committee expressed concern about the impact on resources and questioned whether the Administration had considered whether the level of service requested was manageable – human resources, assets, frequency of pick-ups etc. Administration was requested to give consideration as to the practicability of the proposed FOGO roll out going forward and present a fulsome scenario to the East Waste Board.

The Committee enquired as to where the concept of moving from quarterly to monthly invoicing had arisen and management advised that it was requested by the Constituent Councils.

The General Manager outlined the role of LGA Procurement in coordinating tender processes for East Waste and provided an update of the matters currently out for tender. Concern was expressed that the contract with Peats Soil and Garden Supplies remains unresolved. The Committee was advised that the existing contract is legally binding and that only a minor issue is yet to be finalised.

The Committee noted that their previous request for further information regarding East Waste's insurance coverage had been provided and sought assurance that damage to third party property is covered under the existing insurance policies.

Resolution

Moved Mr F Bell that the Audit & Risk Management Committee:

1. Receives and notes the General Manager's Report as presented on 10 June 2026.
2. Provides the following feedback. Administration is requested to:
   a. give consideration as to the practicability of the proposed FOGO roll out going forward and present a fulsome scenario to the East Waste Board for their consideration and comment.
   b. confirm with East Waste's insurers that East Waste is covered for private property damage arising from fires.
3. In accordance with clause 4.8 of the Eastern Waste Management Authority Code of Practice – Procedures at Meetings, requests that the General Manager append the following documents, as tabled at the Audit & Risk Committee Meeting of 10 June 2026, to the minutes of this meeting:
   a. Item 9.1 – Appendix 1- Updated FOGO Spreadsheet.

Seconded: Ms N Caon **Carried**

9.2 2026/27 Annual Plan & Budget

To present the Audit & Risk Management Committee (Committee) with feedback received from Constituent Councils on East Waste's draft 2026/27 Annual Plan and Budget, to inform the Committee's recommendation to the Board for adoption.

Discussion

The Committee noted that an Absolute Majority of the East Waste Constituent Councils have approved the East Waste Annual Plan and recommend the draft East Waste Plan and Annual Budget be presented to the East Waste Board for adoption.

The Committee reviewed the feedback on the Annual Plan provided by the Constituent Councils and sought clarification on the provisions within the Service Level Agreements for recording discretionary services to which the Constituent Councils had agreed.

There was discussion as to whether the amounts allocated in the 2026/27 Budget for fuel were adequate given the ongoing fuel shortages. The General Manager advised the Committee that he is in regular communication with the CEOs of the Constituent Councils regarding the price of fuel and the impact of fuel costs on the business. The Committee requested that future budgets include greater detail on how fuel cost estimates are calculated.

The Committee also expressed concern about the impact of the March Consumer Price Index (CPI) of 4.9%, as this will affect wage increases under the Enterprise Agreement.

The Committee requested that the risks associated with the increased cost of fuel and increased cost of wages beyond the budgeted 3.5% be highlighted to the Board.

Resolution

Moved Ms L Green that the Audit and Risk Management Committee:

1. notes that in accordance with clause 53.3 of the East Waste Charter that an Absolute Majority of East Waste's Constituent Councils have approved the East Waste 2026/27 Annual Plan *(Item 9.2, Attachment B, Audit & Risk Management Committee Meeting 10 June 2026).*

2. requests that page 30 of the Annual Plan be amended to include the missing strategy at #4.

3. recommends that the East Waste Board notes the following matters:

   a) that the fuel budget documented in the 2026/27 Budget is potentially inadequate due to the current rate of fuel.

   b) that the wages budget documented in the 2026/27 Budget is potentially inadequate as the March Consumer Price Index was forecast at 3.5% but was 4.9%.

4. give due consideration to amending the 2026/27 Budget to reflect increased fuel and wages costs.

5. recommends that the East Waste Board, having considered the need to amend the 2026/27 Budget, adopts the draft East Waste 2026/27 Annual Plan and Budget, as provided in Attachment A (Item 9.2, Audit & Risk Management Committee Meeting 10 June 2026) subject to the minor amendments as requested by the Committee.

Seconded: Mr F Bell **Carried**

9.3 East Waste Working Capital Assessment

To inform the East Waste policy updates, specifically the Treasury Management, Rebate and Distribution and Budget Framework, it was necessary to conduct a review into the appropriate level of working capital to be held by East Waste. The methodology and considerations behind the outcome of this review are presented to the Audit & Risk Management Committee for consideration and comment prior to presentation to the East Waste Board for adoption.

Discussion

The General Manager presented a working capital assessment proposing that East Waste hold six weeks of working capital.

The Committee recommended that the proposal be amended to reflect that as part of each formal Budget Review, should the end of year cash holdings be forecast to be in excess of six weeks.

The Committee suggested that Administration monitor the cash balance over the next 12 months, paying attention to the daily cash balance and at the next review of this policy *present a report to the Committee reflecting the minimum and maximum daily cash balances.*

The timeliness of Constituent Council payments was discussed, noting that payment terms have been extended from 14 to 30 days.

Administration intends seeking permission from the East Waste Board to reinstate the Cash Advance Debenture (CAD) from the Local Government Finance Authority at the June 2026 meeting. The Chair provided an overview of the history of East Waste's CAD as a treasury management strategy.

Mr A Veloor left the meeting at 5.17 pm.

Mr A Veloor returned to the meetings at 5.20 pm.

Resolution

Moved Ms N Caon that the Audit & Risk Management Committee having considered the Working Capital Assessment, Item 9.3, Attachment A, Audit & Risk Management Committee Meeting 10 June 2026:

1. Provides the following feedback:
   a) That Administration monitor the cash balance over the next 12 months, paying attention to the daily cash balance and at *the next review of this policy* present a report to the Committee reflecting the minimum and maximum daily cash balances.
   b) The Working Capital Assessment be amended to reflect that a recommendation on expenditure / dispersion would be put to the Board as part of each budget review if the end of financial year cash holdings are forecast to be in excess of six weeks.
   c) Potential rebates to Constituent Councils should be reflected in East Waste's Long Term Financial Plan.

2. Recommends that the East Waste Board adopt the recommended six-week working capital position.

3. Recommends that the East Waste Board approve reinstatement of the $1million Cash Advance Debenture.

4. In accordance with clause 4.8 of the Eastern Waste Management Authority Code of Practice – Procedures at Meetings, requests that the General Manager append the following documents, as tabled at the Audit & Risk Committee Meeting of 10 June 2026, to the minutes of this meeting:
   a) Item 9.3 – Appendix 1 – Working Capital Assessment — Supporting Cash Flow Analysis.
   b) Item 9.3 – Appendix 2 – Cash Advance Debenture (CAD) Facility — Additional Information.

Seconded: Mr F Bell **Carried**

9.4 Review of Budget Framework Policy

The East Waste Budget Framework Policy has undergone a scheduled review and was presented to the Audit & Risk Management Committee for consideration and comment prior to presentation to the East Waste Board for adoption.

Discussion

The Committee noted that the East Waste Board has not yet approved the Working Capital Assessment (WAC) presented at Item 9.3 of this agenda. As such the revised Budget Framework Policy does reflect the WAC.

The Committee sought an explanation as to timeframes applied for calculating invoices. Previously invoices were calculated on costings from the previous 12 months. This resulted in significant changes to invoices in the current financial year. The Constituent Councils requested monthly invoicing to achieve a more sensitive adjustment. The intricacies of the cost recovery method were discussed, with emphasis on ensuring that only users of services should pay for the service and that these costings should be stipulated within the individual Service Level Agreements.

Resolution

Moved Ms Caon that the Audit & Risk Management Committee having considered the revised Budget Framework Policy, Item 9.4, Attachment A, Audit & Risk Management Committee Meeting 10 June 2026:

1. Provides the following feedback:
   a. Requests that the term ‘Member Councils’ be amended to ‘Constituent Councils’ to reflect the terminology of the East Waste Charter.
   b. Requests that the references to Services to Non-Constituent Councils be amended to ‘Non-core Activities’ to reflect the terminology of the East Waste Charter.
   c. Requests that the term ‘Non-Constituent Councils be amended to reflect the definition provided at clause 3 of the revised Budget Framework Policy.
   d. That clause 10 and clause 11.2 of the revised Policy, ‘Review of the Comment Fleet Charges’ be amended to reflect that this clause takes effect from 1 July 2027.
2. Recommends that the East Waste Board adopt the revised Budget Framework Policy inclusive of the amendments as requested by the Committee.

Seconded: Ms L Green **Carried**

9.5 Review of Treasury Management Policy

The East Waste Treasury Management Policy has undergone a scheduled review and was presented to the Audit & Risk Management Committee for consideration and comment prior to presentation to the East Waste Board for adoption.

Discussion

The Committee noted a lack of a refence to risks associated with variable and fixed interest rates in the revised Policy. Current practice is to borrow on a fixed rate unless the East Waste Board otherwise approves. The Committee requested that clause 1.3 of the revised Policy be amended to read that interest rate risks and other risks are acknowledged and responsibly managed. This and other amendments requested by the Committee are included in the resolution.

It was also noted that the current version of the current Policy stipulates that surplus funds must be paid to the Constituent Councils in line with the provisions of the East Waste Charter. The Committee requested that an explanation, be included within the report to the East Waste Board as to why this clause has been removed. Administration explained that clause is included within the Budget Framework Policy and Member Council Rebate and Distribution Policy.

The Committee requested that any future policy amendments be provided in both a marked-up and a clean version, with all changes clearly identified in the marked-up copy. Changes to policies need to be clearly articulated in the version history.

Resolution

Moved Ms N Caon that the Audit & Risk Management Committee having considered the revised Treasury Management Policy, Item 9.4, Attachment A, Audit & Risk Management Committee Meeting 10 June 2026:

1. Provides the following feedback:
    a. That amendments requested to the Working Capital Assessment and Budget Framework Policy be reflected, as relevant, in the revised Treasury Management Policy.
    b. That an explanation be provided to the East Waste Board as to why the stipulation that surplus funds be returned to the Constituent Councils has been removed from the revised Policy.
    c. That clause 1.3 of the revised Policy be amended to read that interest rate risks and other risks are acknowledged and responsibly managed.
    d. Clause 3.2.1 be amended to remove ambiguity and to detail how short-term planning differences in cash flow are managed.
    e. An additional clause be included between clauses 3.3.2 and 3.3.3 to specify that borrowings may not be drawn down in advance of requirements. The timing of borrowings must be aligned to the timing of the payments of the item for which the borrowing has been approved.
    f. That Administration notes that the revised Policy will require amendment should the East Waste Board not approve the reinstatement of the Cash Advance Debenture.
2. Recommends that the East Waste Board adopt the revised Budget Framework Policy.

Seconded: Mr F Bell **Carried**

The Chair sought and was granted leave of the meeting to bring forward Item 9.8 Draft Constituent Council Compensation Policy.

9.8 Draft Constituent Council Compensation Policy

This report outlines the Draft Constituent Council Compensation Policy's purpose, structure and governance so the Audit & Risk Management Committee (Committee) can assess its effectiveness and alignment with East Waste's risk framework.

The Policy provides a consistent, lawful approach to receiving, assessing, and resolving claims from the Authority's Constituent Councils arising from East Waste's activities while balancing fairness to claimants with prudent stewardship of public funds. It operates alongside the Local Government Act 1999, the East Waste Charter, delegations, insurance arrangements, and existing policies.

Given that liabilities of the Authority are guaranteed by the Constituent Councils and shared in proportion to their respective Share, the Policy embeds strong controls, clear approval pathways, insurer interface, and transparent reporting to the Committee and the East Waste Board. This report focuses on strategic guardrails (assessment governance, determination outcomes, and ex gratia usage), key timeframes and metrics, and the oversight roles of management, the Committee, and the East Waste Board.

The draft Constituent Council Compensation Policy was presented to the Audit & Risk Management Committee for consideration and comment prior to presentation to the East Waste Board for adoption.

Short – Term Suspension of Meeting Procedures

At 6.12 pm, in accordance with clause 4.10 of the Eastern Waste Management Authority Code of Practice – Procedures at Meeting, the Chair sought and was granted leave of the meeting to suspend meeting procedures for a period of 10 minutes in order for the Committee to a full and frank discussion on the proposed Constituent Council Compensation Policy.

Discussion

The Committee discussed the practicalities and risks associated with the East Waste Board adopting the Draft Constituent Council Compensation Policy as presented and stated that while the draft Policy was well structured they could not support the underlying concept. It was requested that a simpler approach to managing underperformance of East Waste be presented to the September meeting of the Committee.

Meeting Procedures resumed at 6.21 pm.

Resolution

Moved Mr F Bell 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.

Seconded: Ms L Green **Carried**

Mr F Bell left and did not return to the meeting at 6.22 pm.

The Chair sought and was granted leave of the meeting to bring forward Item 9.11 – Information Report, Item 9.10 - Internal Audit Recommendation Progress Tracking and Item 9.9 Review of Delegated Powers.

9.11 Information Report

The Information Report presents updates on standing items and other items that are relevant to the Audit & Risk Management Committee's Terms of Reference.

Discussion

The General Manager provided an overview of the East Waste Contracts Register as presented at Attachment D to Item 9.11.

Resolution

Moved Mr A Wiguna that the Audit & Risk Management Committee receives and notes the Information Report as presented on 10 June 2026.

Seconded: Ms L Green **Carried**

9.10 Internal Audit Recommendation Progress Tracking

To provide the Audit & Risk Management Committee (the Committee) with an update on the progress of implementation of recommendations made by internal auditors, UHY Haines Norton, through East Waste's Internal Audit Program.

Discussion

The Committee were advised that the Chair of the Committee will work with UHY Haines Norton to finalise the outstanding Payroll Audit and Business Continuity Plan Audit. The General Manager advised that Administration had commenced a review of the Business Continuity Plan based on initial feedback from the Internal Audit process.

Resolution

Moved Ms L Green that the Audit & Risk Management Committee notes the Internal Audit Progress Tracking Schedule, prepared by UHY Haines Norton, as presented at Attachment A - 'UHY Haines Norton Internal Audit Progress Tracking Schedule (Item 9.10, Audit & Risk Management Committee Meeting, 10 June 2026).

Seconded: Ms N Caon **Carried**

9.9 Review of Delegated Powers

The purpose of this report is to present a revised delegated authority framework for the consideration of the Audit & Risk Management Committee, ensuring compliance with relevant legislation, the Eastern Waste Management Authority Charter and good governance principles.

Kelledy Jones Lawyers recommended that the Audit & Risk Management Committee review the proposed powers of delegation prior to their presentation to the Board.

Discussion

The Committee provided feedback on the formatting of the document to enhance the readability of the instrument. The Committee also suggested that the General Manager may need to rely on clause 75 of the East Waste Charter, which confers powers relating to the settlement of disputes, given the likely need to resolve matters of discontent.

Resolution

Moved Ms L Green that the Audit & Risk Management Committee:

1. notes that Administration have conducted a comprehensive review of the Instruments of Delegation.
2. recommends that the East Waste Board delegates the powers and functions under the East Waste Charter dated 12 June 2022 and specified in the proposed Instruments of Delegation as amended, contained in Attachment A, Item 9.11 Audit & Risk Management Committee Meeting 10 June 2026, to the person's occupying the position detailed in the proposed Instrument of Delegation subject to the conditions and/or limitations specified herein or in the Schedule of Conditions in the proposed Instrument of Delegation.
3. notes that this instrument of Delegation works in conjunction with the East Waste Charter, the Internal Controls and Policies.

Seconded: Mr A Wiguna **Carried**

Formal Motion

Moved Ms L Green that the meeting of the Audit & Risk Management Committee of 10 June 2026 be adjourned to at time and place to be determined.

Seconded: Mr A Wiguna **Carried**

10. Closure

The Chairperson declared the meeting closed at 6.39 pm.

11. The next Ordinary Audit & Risk Management Committee Meeting is proposed to be held at 4 pm on 10 June 2026 at HenderCare, Level 3/81 Flinders Street, Adelaide.

These minutes have been signed as a true and correct record of the East Waste Audit & Risk Management Committee Meeting of 10 June 2026.

Chairperson

Date / /

All FOGO - NO OPT OUT

Council	Per Fortnight Extra hou	Fornights in Year	Total Extra Hours	Cost per hour		Total Extra Cost
CampbellTown	17.5	26	455	170		77,350.00
Burnside	17.5	26	455	170		77,350.00
Mitcham	0	26	0	170		-
NPSP	12.5	26	325	170		55,250.00
Prospect	0	26	0	170		-
Unley	15	26	390	170		66,300.00
walkerville	2.5	26	65	170		11,050.00
Adelaide Hills	74	26	1924	170		327,080.00
			3,614		$	614,380.00

Campbelltown – 3.5 daily runs per fortnight = 17.5
Burnside – 3.5 daily runs per fortnight = 17.5
Mitcham – no change if they do their own organics collection
NPSP – 2.5 daily runs per fortnight = 12.5
Prospect – No real change, currently REC split anyway
Campbelltown – 3.5 daily runs per fortnight = 17.5
Unley – 3 daily runs per fortnight = 15
Walkerville – .5 daily runs per fortnight = 2.5

All FOGO - WITH OPT OUT

Council		ALL FOGO Extra hours	OPT OUT HOUR	Per fornight	Total OPT OUT Extra hrs For year	Total Extra hours with OPT OUT for ALL FOGO	Cost per hours
			Hrs Per day				
CampbellTown		455	8	40	1040	1495	254150
Burnside		455	8	40	1040	1495	254150
Mitcham		0	0	0	0	0	0
NPSP		325	6	30	780	1105	187850
Prospect		0	4	20	520	520	88400
Unley		390	6	30	780	1170	198900
walkerville		65	2	10	260	325	55250
Adelaide Hills	Rural						
Adelaide Hills	Township	1924	5.2	26	676	2600	442000
		3,614			5,096		$ 1,480,700.00

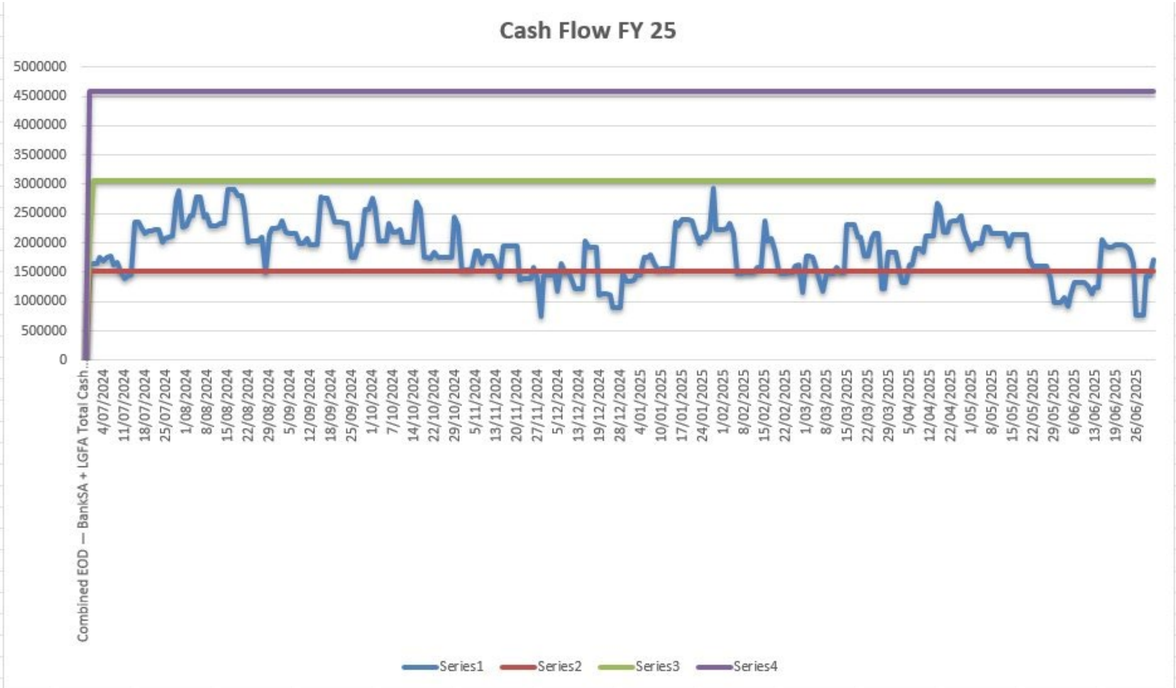
Working Capital Assessment — Supporting Cash Flow Analysis

This document has been prepared in response to feedback received from the Audit and Risk Management Committee (ARMC) requesting additional information to support EW's recommended working capital position of 6 weeks of total common fleet charges, equivalent to approximately $2.2 million based on current charge levels.

To substantiate this position, EW has analysed its combined daily cash balance — comprising both BankSA and LGFA account balances — across FY2025, FY2026, and a forward projection for FY2027. Each chart below presents the daily cash movement against three reference thresholds representing one, two, and three months of cash holding. This analysis demonstrates the cash flow highs and lows experienced across each period and confirms that the 6-week buffer is both necessary and appropriate to ensure EW maintains a positive cash position at all times.

The following sections provide commentary on each year in turn.

FY2025 — Cash Flow Analysis

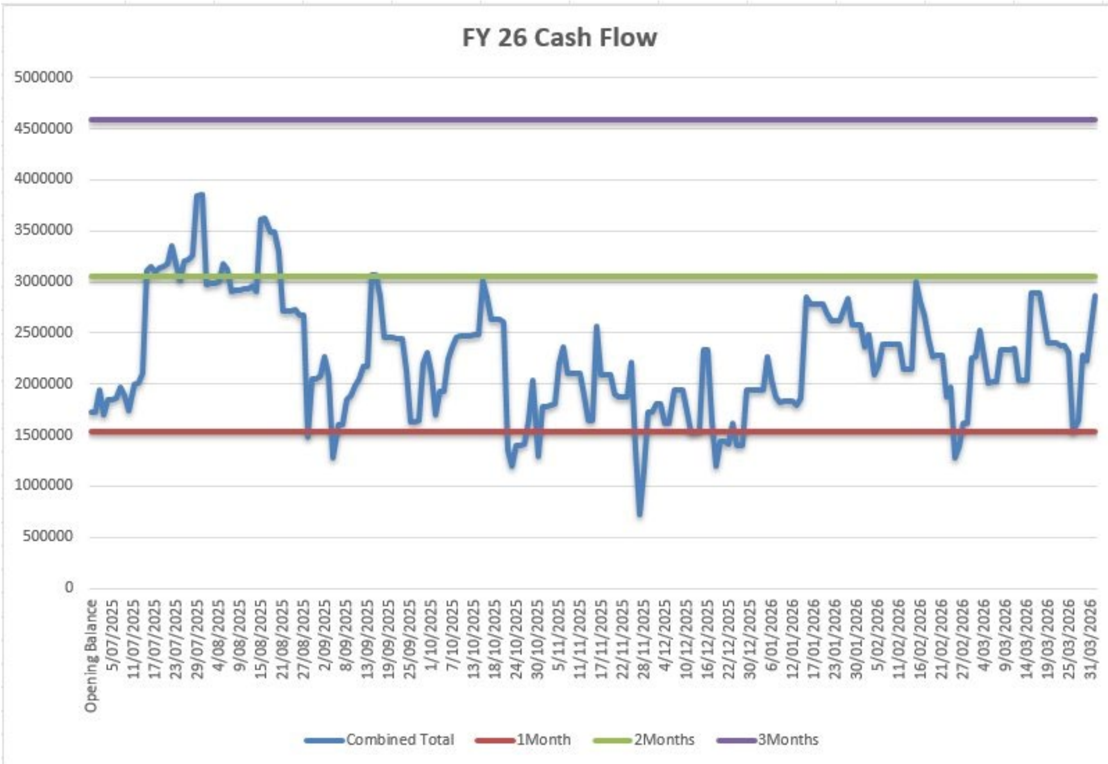


The FY2025 chart presents EW's actual combined daily cash balance from July 2024 to June 2025. Throughout the year, the cash balance generally tracked between the 1-month and 2-month holding thresholds, reflecting EW's relatively stable and predictable expenditure profile.

The most significant drawdown occurred in November 2024, where the cash balance approached and briefly fell near the 1-month threshold of approximately $1.5 million. A second notable dip occurred in late June 2025 at year end. Both instances highlight the importance of maintaining the 6-week buffer, as without it the cash balance would have risked falling into a negative position during these periods.

Outside of these pressure points, the cash balance recovered consistently, reinforcing the view that EW's cash flow is predictable and manageable within the proposed working capital framework.

FY2026 — Cash Flow Analysis

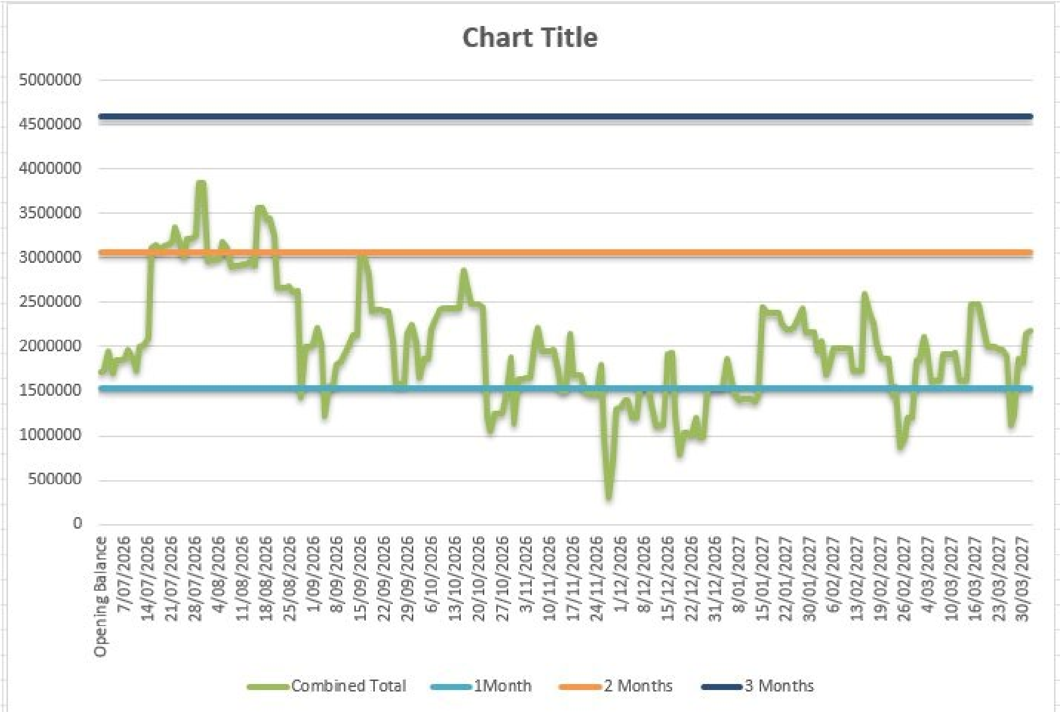


The FY2026 chart presents EW's actual combined daily cash balance from July 2025 to March 2026, reflecting the period for which data was available at the time of this analysis. The cash balance pattern is broadly consistent with FY2025, again tracking predominantly between the 1-month and 2-month holding thresholds.

A notable drawdown is again observed in November 2025, where the cash balance fell to its lowest point of the year, dipping below the 1-month threshold of approximately $1.5 million. This recurring pressure point in November — observed across both FY2025 and FY2026 — is consistent with the timing of significant expenditure obligations and reinforces the need for a working capital buffer of at least 6 weeks.

The cash balance recovered strongly in the months following the November low and was tracking above the 1-month threshold through to March 2026, providing confidence in EW's overall cash management position.

FY2027 — Forward Cash Flow Projection



The FY2027 chart presents a forward cash flow projection incorporating EW's transition from quarterly invoicing in advance to monthly invoicing in advance, new truck loan repayments, and budgeted capital expenditure. The projection has been deliberately constructed on a conservative, stress tested basis.

Budgeted capital expenditure has been assumed to fall within October and November, coinciding with the major loan repayment period, to model the most significant cash pressure scenario. In practice, EW's capital expenditure is likely to be incurred across a different timeframe, which would reduce this drawdown. Additionally, incoming payments from all 8 constituent councils have been spread across different weeks of the month, consistent with payment trends observed in prior years.

Despite these conservative assumptions, the projected cash balance remains above the 1-month threshold throughout the year, recovering promptly from the October/November low. This confirms that the 6-week working capital buffer ($2.2M) is sufficient to absorb EW's most challenging cash flow period, even under a stress tested scenario.

Conclusion

Across all three years, the cash flow analysis consistently demonstrates that EW's combined daily cash balance is subject to periodic but predictable drawdowns, most notably in November each year. The 6-week working capital buffer of approximately $2.2 million ensures that EW maintains a positive cash position through these pressure periods without requiring recourse to external facilities.

EW is satisfied that the 6-week working capital position is both prudent and well-supported by the historical and projected cash flow data, and respectfully recommends that the ARMC endorse this position as part of EW's financial governance framework.

Cash Advance Debenture (CAD) Facility — Additional Information

In response to the Committee's queries regarding the proposed $1 million Cash Advance Debenture (CAD) facility, EW provides the following information.

Undrawn Facility Fees

The LGFA does not charge fees for its lending services. There are no undrawn facility fees applicable to the CAD facility. Interest is only charged on the balance drawn down at any given time, making it a cost-effective contingency instrument for EW to hold in reserve.

Current Interest Rates

As at 2 June 2026, the indicative interest rates applicable to LGFA lending products are as follows:

- Cash Advance Debenture (variable, overnight): 5.85%
- Fixed Rate Credit Foncier (10 years): 6.30%
- Fixed Rate Credit Foncier (15 years): 6.45%

Export

Rate Type: CASH ADVANCE DEBENTURE - VARIABLE
Effective Date: 2026-06-02

RATE TYPE	RATE TERM	EFFECTIVE DATE	INDICATIVE INTEREST RATE	ACTIONS
Cash Advance Debenture - Variable	Overnight	02/06/2026	5.85%	

10

Showing 1 to 1 of 1 Results

Figure 1 — Current LGFA Cash Advance Debenture variable rate as at 2 June 2026, sourced directly from the LGFA member portal.

Export

Rate Type: FIXED RATE - AMORTISING (CREDIT FONCIER)
Effective Date: 2026-06-02

RATE TYPE	RATE TERM	EFFECTIVE DATE	INDICATIVE INTEREST RATE	ACTIONS
Fixed Rate - Amortising (Credit Foncier)	1 year	02/06/2026	5.78%	
Fixed Rate - Amortising (Credit Foncier)	2 years	02/06/2026	5.83%	
Fixed Rate - Amortising (Credit Foncier)	3 years	02/06/2026	5.90%	
Fixed Rate - Amortising (Credit Foncier)	4 years	02/06/2026	5.94%	
Fixed Rate - Amortising (Credit Foncier)	5 years	02/06/2026	6.16%	
Fixed Rate - Amortising (Credit Foncier)	10 years	02/06/2026	6.30%	
Fixed Rate - Amortising (Credit Foncier)	15 years	02/06/2026	6.45%	

10

Showing 1 to 7 of 7 Results

Figure 2 — Current LGFA Fixed Rate Credit Foncier indicative rates across all terms as at 2 June 2026. The 10-year rate of 6.30% is highlighted for reference as EW's typical borrowing term for fleet assets.

EW's Recommendation — CAD as a Preferred Instrument in the Current Rate Environment

EW notes that the current interest rate environment presents an important consideration for future borrowing decisions. EW's existing loan portfolio was largely established when LGFA rates were significantly lower, with rates on existing facilities ranging between 1.70% and 5.90%. Locking in new fixed rate borrowings at current levels — for example, 6.30% over 10 years — would represent a materially higher cost of debt than EW's historical average.

Counterparty	Deal	Deb. No.	Orig. Principal	Rate	Instalment Date	Instalment	Principal	Interest	Current Principal
East Waste DL	58080	13	-$2,170,966.00	2.55%	17/08/2026	$150,855.71	$143,401.19	$7,454.52	-$584,668.55
East Waste DL	59227	14	-$2,284,000.00	1.70%	15/10/2026	$153,281.86	$146,930.26	$6,351.60	-$747,246.98
East Waste DL	60332	16	-$2,030,476.00	3.10%	16/11/2026	$144,266.72	$129,540.83	$14,725.89	-$950,057.63
East Waste DL	61038	17	-$2,853,000.00	5.55%	19/10/2026	$223,240.89	$174,496.36	$48,744.53	-$1,756,559.57
East Waste DL	61276	18	-$1,672,000.00	5.65%	17/08/2026	$131,334.91	$99,401.52	$31,933.39	-$1,130,385.66
East Waste DL	62177	19	-$1,377,219.00	5.88%	15/06/2026	$109,139.27	$77,085.21	$32,054.06	-$1,090,274.10
East Waste DL	62266	20	-$777,781.00	5.90%	17/08/2026	$61,683.36	$43,516.28	$18,167.08	-$615,833.10
East Waste DL	63130	21	-$2,178,539.00	5.50%	16/11/2026	$170,137.57	$119,573.91	$50,563.66	-$1,838,678.61
East Waste DL	64779	22	-$3,390,000.00	5.16%	15/10/2026	$261,289.93	$178,312.69	$82,977.24	-$3,216,172.07
Totals						**$1,405,230.22**	**$1,112,258.25**	**$292,971.97**	**-$11,929,876.27**

Figure 3 — EW's current LGFA loan portfolio, illustrating the fixed rates locked in on existing facilities. The contrast between these historical rates and current market rates underscores the case for maintaining flexibility through the CAD rather than committing to new fixed rate borrowings at this time.

In this context, the CAD facility offers a strategically flexible alternative. As a floating rate instrument, the CAD rate will move in line with market conditions. Should interest rates moderate over the coming years, the cost of the CAD will reduce accordingly — whereas a fixed rate loan entered into today would remain at the higher locked-in rate for its full term.

EW therefore recommends that, in addition to its primary purpose as a liquidity backstop, the $1 million CAD facility be considered as part of EW's broader approach to managing its cost of borrowing going forward.

Ongoing Monitoring Framework

EW is committed to actively monitoring its cash flow position to ensure the best possible financial outcome. This will involve ongoing assessment of the interplay between:

- The 6-week working capital buffer ($2.2M)
- The $1 million CAD facility
- EW's LGFA investment account

By managing these three instruments in conjunction, EW will be well positioned to optimise its liquidity, minimise its cost of funds, and respond to changing market conditions in a timely manner. This monitoring will form part of EW's annual working capital review.

Eastern Waste Management Authority
Special Audit & Risk Management Committee Meeting

Minutes

Thursday 13 August 2026

Minutes

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 _______/_______/______

9.1 General Manager's Update

Report Author:	General Manager
Attachments:	Nil

Purpose and Context

The purpose of this report is to provide the Audit & Risk Management Committee (Committee) with an overview of organisational performance, strategic priorities, key risks, and emerging opportunities. The report is intended to support informed decision-making, ensure appropriate governance oversight, and align management activities with East Waste's strategic direction

The matters have been listed in one report as an efficiency and it is recommended that the Audit & Risk Management Committee receives and notes the information contained within the report. This does not limit the ability of the Committee to remove a specific item from this report and resolve that a particular action be taken.

Recommendation

That the Audit & Risk Management Committee receives and notes the General Manager's Update as presented on 16 September 2026.

Strategic Link

Objective 5. Provide Leadership

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

Background

The General Manager's Update replaces verbal briefings as the formal mechanism for providing commentary on contemporary matters aligned with East Waste's Strategic Management Plans.

Discussion

The following items are presented for the information of the Audit & Risk Management Committee:

Procurement and Contract Transition

- Recycling procurement has been finalised. Transition planning is underway for commencement of the new arrangement on 5 October 2026, with management focused on continuity of service, operational interfaces and contract mobilisation.
- The tyre procurement has also been finalised, with transition to the new arrangement scheduled for 1 October 2026.
- The Waste Education Services tender has closed. Individual assessment and scoring are underway ahead of the evaluation panel meeting and final recommendation.

- These outcomes form part of the broader procurement improvement program with LGA Procurement, intended to strengthen probity, competitive market testing, contract discipline and value for money.

Service Level Agreements and Council Delivery Standards

- All eight Constituent Council Service Level Agreements (SLAs) have now been returned, completing the formal sign-off stage.
- Administration is finalising Council-specific delivery scenarios and will shortly send these to each Constituent Council for confirmation. The scenarios translate the SLA framework into practical instructions for matters such as missed bins, contamination, return services and other Council-specific service preferences.
- The next phase will be to embed the confirmed settings into operational and customer service guidance, while continuing development of Council-facing performance reporting.

Governance and Stakeholder Engagement

- The date for the next Mayor's and Chief Executive Officer's forum will be confirmed shortly. The forum will provide an opportunity to discuss shared priorities, service expectations and future planning across the Constituent Councils.
- Recruitment for the Independent Chair of the Audit & Risk Management Committee is underway, with candidate interviews in progress.
- The Board Director induction material has been refreshed to provide a clearer overview of East Waste's governance, strategy, finances, operations, risk environment and current priorities.

Workforce Capacity and Service Continuity

- Labour capacity is currently at its practical maximum. Administration continues to closely monitor driver availability, leave coverage, recruitment and daily deployment to protect service continuity.
- The current position reinforces the importance of workforce planning, attraction and retention, role clarity and productivity improvements, particularly as Constituent Councils consider service changes and expanded FOGO arrangements.

Fleet Renewal and Asset Management

- Six new waste collection vehicles are arriving across this week and next week as part of the fleet renewal program.
- Six replaced vehicles are being prepared for sale at auction. The coordinated arrival and disposal program supports fleet reliability, safety, service continuity and disciplined asset replacement.

Safety, Risk and Assurance

- The safety program continues to focus on strengthening systems, practical controls, induction and training, and improved visibility of incidents, hazards and corrective actions.
- The LGRS Cyber Security Uplift Program has commenced, adding a further stream of assurance activity across information security and organisational resilience.
- Administration is continuing to progress audit responses and supporting evidence, including business continuity and operational control improvements, so that actions are clear, owned and capable of being monitored to completion.

- The Asset Management internal audit is in the process of finalisation and will be presented at the November Committee meeting. No high risk findings are anticipated to be identified within the audit report.

Workshop and Maintenance Improvement

- Phase 2 of the workshop and maintenance review has been completed and converted into a consolidated improvement program.
- Priority actions include clearer defect reporting and triage, monthly maintenance budget reconciliation, stronger cost visibility by vehicle and cost category, review of diagnostic and workshop systems, a staffing and sourcing business case, improved parts and supplier arrangements, and continued WHS control development.
- The program remains focused on the three original objectives of safety improvement, cost reduction and operational efficiency, with lifecycle-cost conclusions to be supported by further evidence before firm values or timeframes are adopted.

Innovation and Digital Capability

- The City of Mitcham contamination-detection pilot continues to test hopper-facing camera and AI capability to identify contamination and support targeted education and service insights.
- East Waste is continuing to build practical Copilot capability for reporting, analysis, document preparation and training content. Adoption is being approached with human review, information protection, accountability and measurable benefit as core controls.
- Work is also progressing on improved SLA metrics, Power BI reporting and data availability to strengthen transparency and evidence-based decision-making.

Employee Engagement and Organisational Capability

- The 12-month employee engagement action plan remains in implementation, with continued emphasis on communication, recognition, feedback and shared accountability.
- Leadership and team development work is being aligned with clearer responsibilities, improved cross-functional delivery and the capability required to support East Waste's future operating model.

Strategic and Emerging Focus

- Administration continues to monitor processing capacity, fuel and other major cost drivers, workforce constraints and the operational implications of future FOGO expansion.
- Current activity is aligned to the FY2026/27 focus on Constituent Council support, safety and compliance, service and customer outcomes, environmental performance, operational improvement, procurement maturity and future readiness.

9.2 Audited Financial Statements for the Year Ended 30 June 2026

Report Author	General Manager
Attachments	A: Draft Financial Statements for the Year Ending 30 June 2026 B: Galpins 2025/26 Audit Completion Report C: Draft Management Representation Letter

Purpose and Context

To provide the Audit & Risk Management Committee (the Committee) with an opportunity to review and comment on the prepared Financial Statements for year ending 30 June 2026 prior to presentation to the East Waste Board.

Recommendation

That the Audit & Risk Management Committee:

1. ***receive and note the draft FY2026 audited Financial Statements as presented in Attachment A (****Agenda Item 9.2, Audit & Risk Management Committee Meeting, 16 September 2026****) and the Management Representation Letter as presented in Attachment C (****Agenda Item 9.2, Audit & Risk Management Committee Meeting, 16 September 2026)*** ***and recommend both documents for presentation to the East Waste Board.***
2. ***receive the draft Independent Audit Completion Report as presented in Attachment B (****Agenda Item 9.2, Audit & Risk Management Committee Meeting, 16 September 2026****).***

Strategic Link

Objective 5. Provide Leadership

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

Background

At the meeting held 26 June 2025, the East Waste Board resolved (in part):

9.1 Annual Plan and Budget Endorsement

Moved Cr T Jennings that the East Waste Board:

1. *Adopts the 2025/26 Annual Business Plan and Budget, inclusive of all projects and expenditure, as presented in Attachment A.*

Seconded Cr G Piggott ***Carried***

Discussion

The Committee will note that as per East Waste's Budget Framework Policy, a 1% operating surplus target was applied to Common Fleet Costing charges in developing the FY2026 Budget. This approach was adopted to support working capital requirements, ensure sufficient financial resourcing to recover forecast operational costs and maintain long-term financial sustainability, whilst continuing to minimise annual increases passed onto Constituent Councils

The draft Financial Statements for the financial year ended 30 June 2026 are presented for review at **Attachment A** and have been prepared by East Waste's appointed accountancy firm Dean Newbery in accordance with the Model Financial Statements as required by the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011.*

External Audit Result

The Financial Statements have been reviewed by East Waste's external auditors Galpins. This is the third year that Galpins has undertaken the external audit since their appointment in 2023.

Galpins *Audit Completion Report* has been included at **Attachment B** and a representative from Galpins will attend the meeting to present the report and address any queries raised by the Committee.

The Committee will note that the interim audit found that 29 of the 31 core internal controls reviewed were in place and operating effectively. No high-risk weaknesses were identified. Three moderate-risk findings were identified within the purchasing, procurement and contracting business cycle. The remainder of the business cycles reviewed did not produce findings that represented a risk of material misstatement in East Waste's Financial Statements

The end of year review was generally consistent with the interim external audit findings, with Galpins noting two (2) low-risk findings within the final management letter (**refer pg. 10-12 of Attachment B**). These findings relate to historical grant agreements associated with incomplete projects and employees with excessive annual leave balances. Observations relating to annual leave balances have been raised previously through prior-year audit correspondence, while the grant-related finding reflects the ongoing status of two Green Industries SA funded projects. Administration has acknowledged both findings and commenced actions to address the recommendations raised by the auditor.

Administration agrees with the external auditor's observations and has responded accordingly within the final management letter (**refer pg. 11-12 of Attachment B**). In relation to annual leave balances, Administration has implemented a range of measures aimed at reducing excessive leave accruals, including the introduction of fortnightly leave balance reviews through the Executive Support Group (ESG) meetings and ongoing monitoring of employees with high leave balances. In addition, a new Dispatch & Service Delivery Lead role has recently been established to improve driver utilisation, workforce planning and operational flexibility across collection services. Administration anticipates that these initiatives will assist in improving leave management outcomes, increasing workforce capability and supporting a gradual reduction in annual leave liabilities over time

Draft FY26 Financial Statements

The draft FY2026 Financial Statements presented at **Attachment A** show a Net Deficit of $248K This compares with the Net Deficit of $200K forecast through Budget Review Three (BR3), representing an unfavourable year-end variance of $48K Notwithstanding this variance, the final result remained broadly consistent with the BR3 predictions and reflects a number of additional movements across operational income and expenditure categories in quarter four (Q4).

Employee costs were higher than the BR3 forecast, with wages, salaries and casual agency employment costs collectively exceeding forecast by approximately $370K. This was primarily driven by additional driver resources required to maintain service delivery levels throughout the year, including support for ongoing Food Organics Green Organics (FOGO) trial activities. Employee costs were also impacted by the recruitment and training of new employees to support operational requirements and workforce continuity, where during periods two drivers were allocated to a single vehicle during training and employee handovers. Efforts to identify and train new drivers extends the period required for driver observation but is essential in addressing the driver shortage risk. In addition, increased service requirements and staff turnover resulted in average staffing levels being approximately two full-time equivalent (FTE) employees higher than originally budgeted.

Casual agency employment costs likewise were impacted due to ongoing driver shortages and challenges attracting and retaining qualified heavy vehicle drivers. To maintain service continuity, East Waste was required to engage additional agency drivers, and, on occasion, operational management staff were required to undertake collection runs to ensure scheduled collections were completed. Employee costs were further impacted by several public holiday periods during the fourth quarter, resulting in higher overtime and public holiday penalty payments than anticipated.

The East Waste Workshop also experienced periods of staff shortages for an extended period during the fourth quarter due to a non-work-related injury. Given the need to maintain fleet servicing and maintenance activities while service demand remained elevated, additional overtime was required within the workshop to maintain fleet availability and minimise disruption to service delivery. East Waste is actively reviewing workshop resourcing, maintenance practices and fleet servicing requirements as part of the Fleet Maintenance Cost Analysis Project detailed in the Annual Plan.

Offsetting these movements were a number of favourable operating expenditure outcomes. Fuel expenditure was approximately $224K below the BR3 forecast, while accounting and audit costs were approximately $14K below forecast. Fleet maintenance expenditure remained broadly consistent with forecast expectations, recording actual expenditure of $2.37 million compared with the BR3 forecast of $2.36 million. Other expenditure categories that exceeded forecast included licence fees ($26K), education expenditure ($18K), registration and insurance costs ($17K) and consulting expenditure ($15K).

The cash balance at the end of the FY2026 period shows a net increase of approximately $1 million compared with the FY2025 closing balance, with Cash and Cash Equivalents increasing from $1.72 million at 30 June 2025 to $2.70 million at 30 June 2026. Administration considers the year-end cash position to be strong and reflects continued focus on treasury management, cash flow forecasting and working capital management throughout the year.

The improved cash position was also supported by a reduction in Trade and Other Receivables from $1.82 million at 30 June 2025 to $1.20 million at 30 June 2026, reflecting improved debtor management and cash collection outcomes during the year. The improved cash position provides increased financial flexibility to support future operational commitments and unforeseen expenditure should it arise. The end of the year is relatively stable and remains at a level Administration is comfortable with.

The draft Management Representation Letter presented at **Attachment C** has been prepared by Galpins as part of the external audit completion process and is provided to the Committee for noting. The purpose of the letter is to formally confirm management's representations and disclosures made to the auditors in connection with the audit of the FY2025–26 Financial Statements. subject to Board endorsement, the General Manager will sign the enclosed draft Management Representation Letter and provide it to the auditors, together with the signed certification documents, to enable Galpins to issue the final Independent Auditor's Report for the 2025/26 financial year.

Conclusion

The FY2026 external audit has been completed without any high-risk findings, with the audit results indicating that East Waste's core internal controls were generally in place and operating effectively. The two low-risk matters identified through the year-end review have been acknowledged by Administration, with actions underway to address historical grant commitments and excessive annual leave balances. While the draft Financial Statements report a net deficit of $248K, the result remains broadly consistent with the BR3 forecast and was influenced primarily by workforce pressures required to maintain service continuity. The strengthened year-end cash position and improved receivables balance provide a sound basis to meet future operating commitments. On this basis, Administration considers the draft FY2026 audited Financial Statements and Management Representation Letter suitable for recommendation to the East Waste Board, with the Audit Completion Report received by the Committee.

EASTERN WASTE MANAGEMENT AUTHORITY INC

General Purpose Financial Report
for the year ended 30 June 2026

Contents

EASTERN WASTE MANAGEMENT AUTHORITY INC

Annual Financial Statements
for the financial year ended 30 June 2026

Certification of Financial Statements

We have been authorised by Eastern Waste Management Authority Inc. to certify the financial statements in their final form. In our opinion:

- the accompanying financial statements comply with the *Local Government Act 1999, Local Government (Financial Management) Regulations 2011 and Australian Accounting Standards.*

- the financial statements present a true and fair view of the Authority's financial position at 30 June 2026 and the results of its operations and cash flows for the financial year.

- internal controls implemented by the Authority provide a reasonable assurance that the Authority's financial records are complete, accurate and reliable and were effective throughout the financial year.

- the financial statements accurately reflect the Authority's accounting and other records.

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Leonard Leyland	Fraser Bell
Executive Officer	**Chairperson**

Date:

EASTERN WASTE MANAGEMENT AUTHORITY INC

Statement of Comprehensive Income
for the year ended 30 June 2026

	Notes	2026 $'000	2025 $'000
Income			
User charges	2	28,484	25,178
Investment income	2	154	133
Other	2	2,363	2,085
Total Income		**31,001**	**27,396**
Expenses			
Employee costs	3	9,549	8,894
Materials, contracts & other expenses	3	18,292	15,081
Finance costs	3	709	612
Depreciation & amortisation	3	2,834	2,590
Total Expenses		**31,384**	**27,177**
Operating Surplus / (Deficit)		**(383)**	**219**
Asset disposal & fair value adjustments	4	135	55
Net Surplus / (Deficit)		**(248)**	**274**
Other Comprehensive Income		-	-
Total Other Comprehensive Income		**-**	**-**
Total Comprehensive Income		**(248)**	**274**

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This Statement is to be read in conjunction with the attached Notes.

EASTERN WASTE MANAGEMENT AUTHORITY INC

Statement of Financial Position
as at 30 June 2026

Assets	Notes	2026 $'000	2025 $'000
Current Assets			
Cash and cash equivalents	5	2,702	1,722
Trade & other receivables	5	1,196	1,824
Inventory		47	38
Total Current Assets		**3,945**	**3,584**
Non-current Assets			
Property, Plant & Equipment	6	11,879	10,904
Right-of-Use Assets	6	2,065	2,317
Total Non-current Assets		**13,944**	**13,221**
Total Assets		**17,889**	**16,805**
Liabilities			
Current Liabilities			
Trade & Other Payables	7	1,742	1,555
Provisions	7	1,049	1,015
Borrowings	7	2,253	1,962
Lease Liabilities	11	185	165
Total Current Liabilities		**5,229**	**4,697**
Non-current Liabilities			
Borrowings	7	9,600	8,636
Provisions	7	87	65
Lease Liabilities	11	2,053	2,239
Total Non-current Liabilities		**11,740**	**10,940**
Total Liabilities		**16,969**	**15,637**
Net Assets		**920**	**1,168**
EQUITY			
Accumulated Surplus		920	1,168
Total Equity		**920**	**1,168**

This Statement is to be read in conjunction with the attached Notes.

EASTERN WASTE MANAGEMENT AUTHORITY INC

Statement of Changes in Equity
for the year ended 30 June 2026

	Accumulated Surplus $'000	Total Equity $'000
Balance at start of period - 1 July 2024	**894**	**894**
Net Surplus for Year	274	**274**
Other Comprehensive Income		
Contributed Equity	-	-
Distributions to Member Councils	-	-
	1,168	**1,168**
Balance at start of period - 1 July 2025	**1,168**	**1,168**
Net Surplus for Year	(248)	**(248)**
Other Comprehensive Income		
Contributed Equity	-	-
Distributions to Member Councils	-	-
Balance at end of period - 30 June 2026	**920**	**920**

This Statement is to be read in conjunction with the attached Notes

EASTERN WASTE MANAGEMENT AUTHORITY INC

Statement of Cash Flows
for the year ended 30 June 2026

	Notes	2026 $'000	2025 $'000
Cash Flows from Operating Activities			
Operating receipts		31,475	26,521
Investment receipts		154	133
Employee costs		(9,500)	(8,933)
Materials, contracts & other expenses		(18,125)	(14,710)
Finance payments		(691)	(632)
Net cash provided by operating activities	8	**3,313**	**2,379**
Cash Flows from Investing Activities			
Sale of replaced assets	4	135	77
Expenditure on renewal/replacement of assets	6	(3,378)	(2,236)
Expenditure on new/upgraded assets	6	(179)	(32)
Net cash used in investing activities		**(3,422)**	**(2,191)**
Cash Flows from Financing Activities			
Proceeds from Borrowings		3,216	2,178
Repayments of Borrowings		(1,961)	(2,078)
Repayment of lease liabilities		(166)	(200)
Net cash provided by (used in) financing activities		**1,089**	**(100)**
Net Increase (Decrease) in cash held		**980**	**88**
Cash & cash equivalents at beginning of period	5	1,722	1,634
Cash & cash equivalents at end of period	5	**2,702**	**1,722**

This Statement is to be read in conjunction with the attached Notes

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Note 1 – Material Accounting Policies

The principal accounting policies adopted in the preparation of the financial report are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

1 Basis of Preparation

1.1 Compliance with Australian equivalents to International Financial Reporting Standards

This general purpose financial report has been prepared in accordance with Australian Accounting Standards as they apply to not-for-profit entities, other authoritative pronouncements of the Australian Accounting Standards Board, Interpretations and relevant South Australian legislation.

The financial report was authorised for issue by certificate under regulation 14 of the Local Government (Financial Management) Regulations 2011.

The Authority is a Local Government Authority Section 43 Regional Subsidiary under the control of the Adelaide Hills Council, City of Burnside, Campbelltown City Council, City of Mitcham, City of Norwood, Payneham & St Peters, City of Prospect, The City of Unley and the Corporation of the Town of Walkerville.

The eight Member Councils have an equity share and the Board comprises a Director from each Council and an Independent Chair appointed by the absolute majority of the Member Councils.

1.2 Historical Cost Convention

Except where stated below, these financial statements have been prepared in accordance with the historical cost convention.

1.3 Critical Accounting Estimates

The preparation of financial statements in conformity with Australian Accounting Standards which requires the use of certain critical accounting estimates and requires management to exercise its judgement in applying the Authority's accounting policies.

The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are specifically referred to in the relevant sections of this Note.

1.4 Rounding

All amounts in the financial statements have been rounded to the nearest thousand dollars ($'000).

2 The Local Government Reporting Entity

Eastern Waste Management Authority Inc. operates as a regional subsidiary and is incorporated under the SA Local Government Act 1999. Its principal place of business is at 1 Temple Court Ottoway.

3 Income Recognition

The Authority recognises revenue under AASB 1058 *Income of Not-for-Profit Entities* (AASB 1058) or AASB 15 *Revenue from Contracts with Customers* (AASB 15) when appropriate. In cases where there is an 'enforceable' contract with a customer with 'sufficient specific' performance obligations, the transaction is accounted for under AASB 15 where income is recognised when (or as) the performance obligations are satisfied.

Revenue is measured based on the consideration to which the Authority expects to be entitled in a contract with a customer. In other cases, AASB 1058 applies when a not-for-profit (NFP) entity enters into a transaction where the consideration to acquire the asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives.

The excess of the asset recognised (at fair value) over any 'related amounts' is recognised as income immediately, except in the case where a financial asset that has been received to enable the Authority to acquire or construct a recognisable non-financial asset that is to be controlled by the Authority. In this case, the Authority recognises the excess as a liability that is recognised over time in profit and loss when (or as) the Authority satisfies its obligations under the transfer.

4 Cash, Cash Equivalents and other Financial Instruments

Cash Assets include all amounts readily convertible to cash on hand at the Authority's option with an insignificant risk of changes in value with a maturity of three months or less from the date of acquisition.

Receivables are generally unsecured and do not bear interest. All receivables are reviewed as at the reporting date and adequate allowance made for amounts the receipt of which is considered doubtful.

All financial instruments are recognised at fair value at the date of recognition. A detailed statement of the accounting policies applied to financial instruments forms part of Note 9.

5 Property, Plant & Equipment

5.1 Initial Recognition

All assets are initially recognised at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition.

All non-current assets purchased or constructed are capitalised as the expenditure is incurred and depreciated as soon as the asset is held "ready for use".

5.2 Materiality

Assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds materiality thresholds established by the Authority for each type of asset. In determining (and in annually reviewing) such thresholds, regard is had to the nature of the asset and its estimated service life.

5.3 Depreciation of Non-Current Assets

Property, plant and equipment assets are systematically depreciated over their useful lives in a manner which reflects the consumption of the service potential embodied in those assets.

Depreciation is recognised on a straight-line basis. Major depreciation periods for each class of asset are shown below. Depreciation periods for infrastructure assets have been estimated based on the best information available to the Authority, but appropriate records covering the entire life cycle of these assets are not available, and extreme care should be used in interpreting financial information based on these estimates.

Asset Class	Estimated Useful Lives	Capitalisation Threshold
Plant, Machinery & Equipment	3-10 Years	>$1,000
Buildings & Other Structures	5-20 Years	>$1,000
Right-of-use-assets	Over period of expected lease	n/a

Depreciation methods, useful lives and residual values of classes of assets are reviewed annually.

5.4 Impairment

Assets that are subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount (which is the higher of the present value of future cash outflows or value in use).

For assets whose future economic benefits are not dependent on the ability to generate cash flows, and where the future economic benefits would be replaced if the Authority were deprived thereof, the value in use is the depreciated replacement cost.

In assessing impairment for these assets, a rebuttable assumption is made that the current replacement cost exceeds the original cost of acquisition.

6 Payables

6.1 Goods & Services

Creditors are amounts due to external parties for the supply of goods and services and are recognised as liabilities when the goods and services are received. Creditors are normally paid 30 days after the month of invoice. No interest is payable on these amounts.

7 Employee Benefits

7.1 Salaries, Wages & Compensated Absences

Liabilities for employees' entitlements to salaries, wages and compensated absences expected to be paid or settled within 12 months of reporting date are accrued at nominal amounts (including payroll-based oncosts) measured in accordance with AASB 119.

Liabilities for employee benefits not expected to be paid or settled within 12 months are measured as the present value of the estimated future cash outflows (including payroll-based oncosts) to be made in respect of services provided by employees up to the reporting date. Present values are calculated using government guaranteed securities rates with similar maturity terms.

The Authority recognises a liability for employee benefits relating to rostered day off (RDO) entitlements in Note 7 given entitlements are paid-out on termination of employment. Experience indicates that RDO entitlements are generally taken given there is a cap applied to the level of RDO entitlements allowed to be accrued.

No accrual is made for sick leave as the Authority's experience indicates that, on average, sick leave taken in each reporting period is less than the entitlement accruing in that period, and this experience is expected to recur in future reporting periods. The Authority does not make payment for untaken sick leave.

7.2 Superannuation

The Authority makes employer superannuation contributions in respect of its employees to Hostplus (formerly Statewide Super and prior to that the Local Government Superannuation Scheme). The Scheme has two types of membership, each of which is funded differently.

Permanent and contract employees of the South Australian Local Government sector with Salarylink benefits prior to 24 November 2009 have the option to contribute to the Accumulation section and/or Salarylink. All other employees (including casuals) have all contributions allocated to the Accumulation section.

Accumulation only Members

Accumulation only members receive both employer and employee contributions on a progressive basis. Employer contributions are based on a fixed percentage of ordinary time earnings in accordance with Superannuation Guarantee Legislation (12% in 2025/26; 11.5% in 2024/25). No further liability accrues to the Authority as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

Salarylink (Defined Benefit Fund) Members

Salarylink is a defined benefit scheme where the benefit payable is based on a formula determined by the member's contribution rate, number of years and level of contribution and final average salary. The Authority makes employer contributions as determined by the Fund's Trustee based on advise for the appointed Actuary. The rate is currently 6.3% (6.3% in 2024/25) of 'superannuation' salary.

In addition, the Authority makes a separate contribution of 3% of ordinary time earnings for Salarylink members to their Accumulation account. Employees also make member contributions to the Salarylink section of the Fund. As such, assets accumulate in the Salarylink section of the Fund to meet the member's benefits, as defined in the Trust Deed, as they accrue.

The Salarylink section is a multi-employer sponsored plan. As the Salarylink section's assets and liabilities are pooled and are not allocated by each employer, and employees may transfer to another employer within the local government sector and retain membership of the Fund, the Actuary is unable to allocate benefit liabilities, assets and costs between employers. As provided by AASB 119.32(b), the Authority does not use defined benefit accounting for these contributions.

The most recent actuarial investigation was conducted by the Fund's actuary, Louise Campbell, FIAA, of Willis Towers Watson as at 30 June 2023. The Trustee has determined that the current funding arrangements are adequate for the expected Salarylink liabilities. However, future financial and economic circumstances may require changes to the Authority's contribution rates at some future time.

Contributions to Other Superannuation Schemes

The Authority also makes contributions to other superannuation schemes selected by employees under the 'choice of fund' legislation. All such schemes are of the accumulation type, where the superannuation benefits accruing to the employee are represented by their share of the new assets of the scheme, and no further liability attaches to the Authority.

8 Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred and are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the income statement over the period of the borrowings using the effective interest method.

Borrowings are carried at their principal amounts which represent the present value of future cash flows associated with servicing the debt. Interest is accrued over the period to which it relates and is recorded as part of 'Payables".

9 Comparative Information

Comparative information has been reclassified to be consistent with the current year disclosure of equivalent information in accordance with Australian Accounting Standards.

10 Critical Accounting Estimates and Judgements

The Board evaluate estimates and judgements incorporated into the financial report based on historical knowledge and best available current information.

Estimates assume a reasonable expectation of future events and based on current trends and economic data, obtained both externally and within the Authority.

11 New Accounting Standards

The Authority did not apply any new accounting standards during the financial year. There are no new accounting standards, interpretations or amendments which are expected to have a material impact on the accounting policies of the Authority for future periods.

	Notes	2026 $'000	2025 $'000
Note 2 - Income			
User Charges			
Waste Collection Income		18,585	17,586
Waste Processing Income		9,601	7,301
Administration		298	291
		28,484	**25,178**
Investment Income			
Interest on investments			
Local Government Finance Authority		154	133
		154	**133**
Other Income			
Bin Supply		1,094	983
Replacement Bins		1,251	970
Sundry		18	132
		2,363	**2,085**

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		2026 $'000	2025 $'000
Note 3 - Expenses			
Employee Costs			
Salaries and Wages		7,896	7,384
Employee leave expense		55	13
Superannuation		811	729
Wages Casual Agency		536	520
Workers' Compensation Insurance		209	209
Other		42	39
Total Employee Costs		**9,549**	**8,894**
Number of FTE Employees as at reporting date		81	77

Note 3 - Expenses (cont.)

	Notes	2026 $'000	2025 $'000
Materials, Contracts & Other Expenses			
Auditor's Remuneration		14	13
Additional Bin Service Costs		1,094	983
Board Expenses		35	40
Waste Processing Costs		9,598	7,303
Electricity		19	16
Fuel, Gas & Oil		2,024	1,794
Legal Expenses		20	28
Licences & Telecommunications Costs		326	266
Maintenance		3,737	3,321
Parts, Accessories & Consumables		3	3
Printing, Stationery & Postage		53	58
Professional Services		561	534
Registration & Insurance - Trucks		587	528
Sundry		221	194
		18,292	**15,081**
Finance Costs			
Interest on Loans		581	497
Interest on Leases		128	115
		709	**612**
Depreciation & Amortisation			
Buildings & Other Structures	6	61	81
Plant, Machinery & Equipment	6	2,521	2,234
Right-of-use assets	6	252	275
		2,834	**2,590**

Note 4 - Asset Disposals

		2026 $'000	2025 $'000
Proceeds from disposal		135	77
Less: Carrying amount of assets sold		-	(22)
Gain (Loss) on disposal		**135**	**55**

Note 5 - Current Assets

		2026 $'000	2025 $'000
Cash & Cash Equivalents			
Cash on Hand and at Bank		132	937
Deposits at Call		2,570	785
		2,702	**1,722**
Trade & Other Receivables			
Debtors - general		1,113	1,824
Accrued Income		12	-
Prepayments		71	-
		1,196	**1,824**

Note 6 - Property, Plant & Equipment

	2026 $'000	2025 $'000
Buildings & Other Structures - At Cost	660	640
Accumulated Depreciation	(437)	(376)
	223	**264**
Plant, Machinery & Equipment - At Cost	25,290	23,322
Accumulated Depreciation	(13,634)	(12,682)
	11,656	**10,640**
Right-of-use-assets	2,528	2,528
Accumulated Depreciation	(463)	(211)
	2,065	**2,317**
Total Property, Plant & Equipment	**13,944**	**13,221**

	2025 $'000 Carrying Value	Additions New/Upgrade	Additions Renewal	Disposal - Cost	Disposal - Accumulated Depreciation	Depreciation	Adjustment	2026 $'000 Carrying Value
Buildings & Other Structures	**264**	20	-	-	-	(61)	-	**223**
Plant, Machinery & Equipment	**10,640**	159	3,378	(1,569)	1,569	(2,521)	-	**11,656**
Right-of-use-asset	**2,317**	-	-	-	-	(252)	-	**2,065**
	13,221	**179**	**3,378**	**(1,569)**	**1,569**	**(2,834)**	**-**	**13,944**
2025 ($'000)	11,038	32	4,763	(2,659)	2,637	(2,590)	-	13,221

EASTERN WASTE MANAGEMENT AUTHORITY INC

Note 7 - Liabilities

	2026 $'000 Current	2026 $'000 Non-current	2025 $'000 Current	2025 $'000 Non-current
Trade & Other Payables				
Goods & Services	1,570	-	1,337	-
Payments received in advance	80	-	80	-
Accrued expenses - other	92	-	138	-
	1,742	**-**	**1,555**	**-**
Borrowings				
Loans	2,253	9,600	1,962	8,636
	2,253	**9,600**	**1,962**	**8,636**
Provisions				
Annual Leave	591	-	522	-
Rostered-Day-Off (RDO)	20	-	16	-
Long Service Leave	438	87	477	65
	1,049	**87**	**1,015**	**65**

Note 8 - Cash Flow Reconciliation

	2026 $'000	2025 $'000
Total cash & equivalent assets	**2,702**	1,722
Balances per Cash Flow Statement	**2,702**	1,722

(a) Reconciliation of Change in Net Assets to Cash Flows from Operating Activities

	2026	2025
Net Surplus (Deficit)	**(248)**	**274**
Non-cash items in Statement of Comprehensive Income		
Depreciation	2,834	2,590
Net increase (decrease) in employee benefits	54	46
Net increase (decrease) accrued expenses	25	(13)
(Gain) / Loss on Disposal	(135)	(55)
Lease liability adjustment	-	-
	2,530	2,842
Add (Less): Changes in Net Current Assets		
Net (increase) decrease in receivables & inventory	619	(717)
Net increase (decrease) in trade & other payables	169	339
Net increase (decrease) in other provisions	2	(85)
Net Cash provided by (or used in) operations	**3,320**	2,379

(b) Financing Arrangements

	2026	2025
Corporate Credit Cards	15	15

Note 9 - Financial Instruments

Recognised Financial Instruments

Bank, Deposits at Call, Short Term Deposits	**Accounting Policy:** Initially recognised at fair value and subsequently measured at amortised cost. **Terms & conditions:** Deposits on Call do not have a maturity period and have an average interest rates of 4.65% (2025: 4.1%). **Carrying amount:** approximates fair value due to the short term to maturity.
Receivables - Waste Collection Fees & Associated Charges	**Accounting Policy:** Initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method. **Carrying amount:** approximates fair value (after deduction of any allowance).
Liabilities - Creditors and Accruals	**Accounting Policy:** Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Authority. **Terms & conditions:** Liabilities are normally settled on 30 day terms. **Carrying amount:** approximates fair value.
Liabilities - Creditors and Accruals Interest bearing borrowings	**Accounting Policy:** initially recognised at fair value and subsequently at amortised cost. Interest is charged as an expense using the effective interest rate. **Terms & conditions:** secured over future revenues and Member Councils, borrowings are repayable on fixed interest terms. Rates between 1.7% - 5.88% (2024: 1.7% - 5.88%).
Liabilities - Leases	**Accounting Policy:** accounted for in accordance with AASB 16 as stated in Note

Net Fair Value
All carrying values approximate fair value for all recognised financial instruments. There is no recognised market for the financial assets of the Authority.

Risk Exposures
Credit Risk represents the loss that would be recognised if counterparties fail to perform as contracted. The maximum credit risk on financial assets of the Authority is the carrying amount, net of any provision for doubtful debts. All investments are made with the SA Local Government Finance Authority and Bank SA. There is no material exposure to any individual debtor.

Market Risk is the risk that fair values of financial assets will fluctuate as a result of changes in market prices. All of the Authority's financial assets are denominated in Australian dollars and are not traded on any market, and hence neither market risk nor currency risk apply.

Liquidity Risk is the risk that the Authority will encounter difficulty in meeting obligations with financial liabilities. In accordance with the model Treasury Policy (LGA Information Paper 15), liabilities have a range of maturity dates based on cash inflows. The Authority also has available a range of bank overdraft and short-term draw down facilities that it can access.

Interest Rate Risk is the risk that future cash flows will fluctuate because of changes in market interest rates. Most of the Authority's financial instruments are at fixed rates. Any such variations in future cash flows will not be material in effect on either the Authority's incomes or expenditures.

Note 9 (cont) - Financial Instruments

Liquidity Analysis

2026	Maturity ≤ 1 year	> 1 year ≤ 5 years	> 5 years	Non-interest bearing	Total
Financial Assets	$000	$000	$000	$000	$000
Cash & Equivalents	2,702	-	-	-	**2,702**
Receivables	-	-	-	1,113	**1,113**
Total	**2,702**	**-**	**-**	**1,113**	**3,815**
Financial Liabilities					
Payables	-	-	-	1,570	**1,570**
Borrowings	2,811	8,914	2,049	-	**13,774**
Total	**2,811**	**8,914**	**2,049**	**1,570**	**15,344**

2025	Maturity ≤ 1 year	> 1 year ≤ 5 years	> 5 years	Non-interest bearing	Total
Financial Assets	$000	$000	$000	$000	$000
Cash & Equivalents	1,722	-	-	-	**1,722**
Receivables	-	-	-	1,824	**1,824**
Total	**1,722**	**-**	**-**	**1,824**	**3,546**
Financial Liabilities					
Payables	-	-	-	1,337	**1,337**
Borrowings	2,438	7,944	1,911	-	**12,293**
Total	**2,438**	**7,944**	**1,911**	**1,337**	**13,630**

Note 10 - Capital Expenditure Commitments

The Authority has no capital expenditure commitments as at reporting date.

Note 11 - Leases

Authority as a lessee

Right-of-use-assets

The Authority leases its administrative and depot facilities at Ottoway.

	Buildings & Other Structures $'000	Total $'000
At 1 July 2025	2,317	**2,317**
Additions of right-of-use-assets	-	**-**
Depreciation Charge	(252)	**(252)**
Adjustment to right-of-use-assets	-	**-**
At 30 June 2026	**2,065**	**2,065**

Set out below are the carrying amounts of lease liabilities and the movements during the period:

At 1 July 2025	**2,404**
Additions	-
Accretion of interest	128
Payments	(294)
Adjustment to lease liability	-
At 30 June 2026	**2,238**
Current	**185**
Non-Current	**2,053**

Note 12 - Post Balance Date Events

There were no events after reporting date that occurred that require to be reported.

Note 13 - Related Party Transactions

The Key Management Personnel include the Chair of the Board, Chief Executive and other prescribed officers as defined under Section 112 of the *Local Government Act 1999*. In all, 5 persons were paid the following total compensation:

	2026 $'000	2025 $'000
Salaries, allowances & other short term benefits	735	649
Total	**735**	**649**

Transactions with Related Parties:

The following transactions occurred with Related Parties:

Related Party Entity	Sale of Goods and Services ($'000)	Amounts Outstanding from Related Parties ($'000)	Description of Services Provided to Related Parties
Adelaide Hills Council	4,415	97	Provision of kerbside waste collection and hardwaste collection services
City of Burnside	3,774	84	Provision of kerbside waste collection and hardwaste collection services
City of Mitcham	4,141	237	Provision of kerbside waste collection and hardwaste collection services
City of Norwood, Payneham & St Peters	5,236	249	Provision of kerbside waste collection and hardwaste collection services
City of Prospect	2,617	121	Provision of kerbside waste collection and hardwaste collection services
City of Unley	5,460	254	Provision of kerbside waste collection and hardwaste collection services
Corporation of the City of Campbelltown	3,502	60	Provision of kerbside waste collection and hardwaste collection services
Corporation of the Town of Walkerville	604	11	Provision of kerbside waste collection and hardwaste collection services

The Related Parties disclosed above are equity owners of the Authority and are referred to as Member Councils. Member Councils have equal representation on the Board of the Authority and accordingly have significant influence on the financial and operating decisions of the Authority. No one Member Council individually has control of those policies.

Galpins

Accountants, Auditors & Business Consultants

2025/26 Audit Completion Report

East Waste

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EXECUTIVE SUMMARY

To the members of the audit & risk committee of East Waste

We are pleased to present our Audit Completion Report for the financial year ended 30 June 2026. The purpose of this document is to summarise the key accounting and audit matters that have arisen during the engagement and our audit conclusions.

We intend to issue the following opinion (subject to the satisfactory completion of the items described in section 1 – *Status of our Audit Work* of this document):

Intended opinion	Type of opinion	Proposed Auditor's Report
Opinion on the Financial Statements	Unmodified	Refer to Appendix 1 of this report.

An unmodified opinion (also known as an unqualified opinion) indicates that we have concluded that the financial statements of the entity are presented fairly, in all material respects, in accordance with the Australian Accounting Standards, the *Local Government Act 1999*, and the *Local Government (Financial Management) Regulations 2011*.

We have included in this report the following information to ensure that management and audit & risk committee members are aware of all significant matters relating to the audit.

Matters	Sections
Status of our audit work	Section 1
Key business cycles – overall audit responses	Section 2
Overall review of the Authority's internal controls	Section 3
Final management letter	Section 4
Immaterial Uncorrected Misstatements	Section 5
Proposed Independent Auditor's Report on the Financial Report	Appendix 1
Draft Statement by Auditor	Appendix 2

We also confirm our intention to sign the statement by auditor regarding our independence, and confirm that for the audit of the year ended 30 June 2026 we have maintained our independence in accordance with the requirements of APES 110 – *Code of Ethics for Professional Accountants (including Independence Standards)*, Part 4A, published by the Accounting Professional and Ethical Standards Board, in accordance with the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011 made under that Act.

Yours faithfully

Tim Muhlhausler CA Registered Company Auditor
Date: 14 August 2026

1. Status of our audit work

Below a summary of the status of audit activities and key documents related to the completion of our final audit.

Activities/Documents	Responsibility	Status
Final audit visit	Audit	Completed
Final substantive procedures	Audit	Completed
Audit Completion Report	Audit	Completed
Final draft of the financial report	Management	Completed
Audit verification of the final draft of the financial report	Audit	Completed
Final financial report after considerations from the audit & risk committee	Management	**Note 1**
Signed statement by auditor	Audit	**Note 1**
Signed certification of auditor independence	Management	**Note 1**
Signed certification of financial statements	Management	**Note 2**
Signed management representation letter	Management	**Note 2**
Final Independent Auditor's Report on the Financial Report	Audit	**Note 3**

Note 1 To be provided after the audit & risk committee meeting.
Note 2 To be provided after the Board meeting
Note 3 To be provided by audit on receipt of both the:
- final financial report containing the signed certification of financial statements and the signed certification of auditor independence, and
- signed management representation letter.

2. Key business cycles – overall audit responses

2.1. High risk areas where audit placed reliance on controls

The Galpins audit methodology requires a controls approach for account balances and business cycles with inherent risks assessed as high. The account balances and business cycles listed below were considered high risk areas due to the materiality of the account balances, the high volume of transactions involved and/or other reasons outlined below:

Area	Why the risk is High	Overall audit response
Business cycle: User charges **Account balance/s:** User charges	- Largest revenue item - often used as a reference point for analysing expenditure decisions - high reliance placed on the accuracy of data captured by the weigh bridge and fees included in the fees and charges master file.	- Walkthroughs and tests of effectiveness of controls - analytical review comparing the GPS data used to track trucks to the percentage of use of trucks allocated to each constituent council when charging for waste collection - recalculation of contributions from constituent councils based on percentage of use of trucks and adopted budgeted total operating costs - recalculation of a sample of billed amounts related to processing fees based on data captured by the weighbridge (provided by waste processing facilities) and tonnage rates as per contract in place. - review of reconciliations of reports provided by Jeffries and CAWRA to the accounting system.
Business cycle: Banking **Account balance/s:** Cash and cash equivalents	- Material balance - fraud risk - any instances of errors and/or fraud can be indicative of broader errors - poor attitude to cash controls may be indicative of overall culture related to the entity's control environment - involves public money.	- Walkthroughs and tests of effectiveness of controls from the Better Practice Model - analytical procedures - bank confirmation - inspection of bank statements - inspection / reperformance of bank reconciliations - verification of outstanding reconciling items.

2.2. Moderate risk areas where audit placed reliance on controls

The Galpins audit methodology provides that auditors can adopt either a controls or substantive approach for areas with inherent risks assessed as moderate. We have outlined below the moderate risk areas where audit placed some reliance on controls.

Area	Why controls approach	Overall audit response
Business cycle/s: Payroll **Account balance/s:** Employee costs, Provisions	- Involves a considerable volume of transactions - payroll records contain sensitive data and errors impact on individuals - valuation, accuracy and existence assertions can only be fully addressed by performing a review the design and effectiveness of the payroll internal controls (e.g. approval of timesheets, independent review of payroll reports, security of the payroll master file data and records, reconciliations between payroll system and the general ledger, etc).	- Walkthroughs and tests of effectiveness of controls from the Better Practice Model - analytical procedures - inspection of employee files (contracts, awards, EBs) - inspection of timesheets - recalculation of a sample of individual payments.
Business cycle/s: Purchasing, Procurement and Contracting, Accounts payable, Credit cards **Account balance/s:** Materials, Contracts & Other expenses, Trade and other payables	- One of the largest expense items - high volume of transactions - fraud risk area (procurement, payments and credit cards) - procurement and contracting are key focus areas for ICAC and the Audit Office of SA.	- Walkthroughs and tests of effectiveness of controls from the Better Practice Model - analytical procedures - inspection of supporting documents (contracts, invoices, purchase orders, subsequent payments, etc) for a sample of expenses - reconciliation between subsidiary AP ledgers and the general ledger - inspection of subsequent payments for a sample of recorded creditors - inspection of a sample of subsequent payments (completeness test).
Business cycle/s: General ledger **Account balance/s:** All	- Values from all business cycles are captured in the GL, and therefore any concerns over GL controls are pervasive across all financial statement balances - good controls to ensure completeness and accuracy of the GL are essential to ensure the fair presentation of the financial report.	- Walkthroughs and tests of effectiveness of controls from the Better Practice Model.

2.3. Moderate risk areas (substantive approach)

The Galpins audit methodology provides that auditors can adopt either controls or substantive approach for areas with inherent risks assessed as moderate. We have outlined below the moderate risk areas where audit did not place reliance on controls.

Key Business Cycles	Why substantive approach	Overall audit response
Fixed assets	Key assertions at risk such as existence and valuation can be addressed by performing substantive procedures such as additions/disposals tests and recalculation of depreciation.	- Analytical procedures - enquiries re asset management practices in place to replace and maintain waste collection trucks - inspection of supporting documents for additions and/or disposals - review of useful life estimates and depreciation calculations.
Provisions	Key assertions at risk such as valuation can be addressed by performing substantive procedures such as recalculation of AL and LSL.	- Analytical procedures - review / recalculation of annual leave, long service leave and rostered day-off provisions.
Borrowings	Key assertions at risk such as valuation can be addressed by performing substantive procedures such as obtaining confirmation from the LGFA.	- Analytical procedures - inspection of balance confirmations from lenders (e.g. LGFA, etc) - review of interest rates recorded in note disclosures.
Other income	Key assertions at risk such as accuracy and completeness can be addressed by performing analytical procedures and test of details such as inspection of relevant supporting document.	- Analytical procedures - enquires re the nature of these amounts - review of revenue recognition methodologies and assessment of whether they are accordance with accounting standards - inspection of relevant supporting documents.

2.4. Low risk areas (substantive approach)

The Galpins audit methodology provides that auditors can adopt a substantive approach for areas with inherent risks assessed as low. We adopted a substantive approach for all low risk areas, with a focus on analytical procedures.

2.5 Intended opinion on the financial report

We have completed our final risk of material misstatements assessment and concluded that the audit procedures performed were sufficient to reduce the audit risk to an acceptable level. We have evaluated the results of our audit testing and determined that no further adjustments to the financial statements are required.

In our opinion, subject to the satisfactory completion of the items described in section 1 of this report, ***the financial report prepared by the Authority presents fairly***, in all material respects, the Authority's financial position as at the end of the current financial year and its financial performance for the year ended on that date (refer to our proposed Independent Auditor's Report on the Financial Report included in Appendix 1 of this report).

3. Overall review of the Authority's internal controls

We have designed and performed tests to evaluate the effectiveness of the Authority's financial internal controls. This evaluation determines the risk of material misstatement in the financial statements and identifies opportunities for improvement in processes and controls.

A summary of the results of our review is provided in the table below:

Business cycles	Controls Reviewed	Operating Effectively	Operating Effectively	Operating Effectively	2026 Findings			
		2026	2025	2024	H	M	L	BP
Purch & Procur/Contracting	3	1*	2	2	-	3*	-	-
General Ledger	6	6	5	3	-	-	-	-
Accounts Payable (AP)	4	4	4	3	-	-	-	-
Payroll	6	6	6	5	-	-	-	-
Credit Cards	4	4	4	1	-	-	-	-
User charges	5	5	5	5	-	-	-	-
Banking	3	3	3	3	-	-	-	-
Total	**31**	**29**	**29**	**22**	**-**	**3**	**-**	**-**

**Note: 2 findings related to 1 control*

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.

An interim audit management letter was issued and provided to the audit & risk committee containing our overall assessment of the authority's internal controls and all the controls weaknesses identified during our review of the authority's financial controls.

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 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.

4. Final management letter

We have identified the following additional performance improvement observations when performing our substantive procedures during our final audit:

1. Expired grant agreements with incomplete projects	**Low**
Finding	The Authority has a total of $80,000 recorded as 'payments received in advance' in the financial report, related to two grant agreements signed in June 2021. 1. **Food Waste Pilot for Multi-Unit Dwellings:** This agreement, totalling $79,960, was provided to implement a trial for offering a lined and ventilated food waste service for multi-unit dwellings in the Cities of Charles Sturt and West Torrens, with the goal of increasing source separation of kerbside recyclables. The Authority has spent $54,960 on tasks associated with this project and expects to conclude it during the 2024/25 financial year. 2. **Piloting RFID & Bin Weight with Feedback Through a Phone App**: This agreement, totalling $50,000, was for developing a phone app to provide feedback to residents on their bin weights and assess behaviour change through regular feedback. However, no progress has been made on this project since 2021 due to issues with the IT systems involved in its development. The Authority still needs to decide whether to proceed with this project. Both agreements required a final report to be submitted by 31 January 2023, and the contracts expired on 30 June 2023. Management advised during the 2024/25 audit that both agreements are funded through Green Industries SA and that East Waste had been in regular contact with Green Industries SA regarding the progress and status of the projects. Management further advised that Green Industries SA was comfortable with the status of both projects and that both projects were expected to be concluded during the 2024/25 financial year. We followed up on this matter during the current audit and noted that the balances remain recorded as payments received in advance.
Risk	The expiration of the grant agreements with incomplete projects represents a risk of non-compliance and potential financial liability i.e. if the projects are not completed as required, there may be a need to return the funds.

Recommendation	Determine whether these projects will be completed and continue to liaise with the grantor to discuss the status of the projects. If it is determined that any of the projects will not be completed, the Authority will need to determine whether there is a need to return all or part of the funds, and account for this in the financial records.
Management Response	East Waste acknowledges this recommendation. East Waste will make contact with Green Industries SA to discuss the current status of both grant agreements and confirm expectations around completion or fund utilisation. We will assess whether the outstanding projects — the Food Waste Pilot for Multi-Unit Dwellings and the RFID & Bin Weight Pilot — can be progressed and completed, or whether alternative arrangements need to be considered with Green Industries SA regarding utilisation of the remaining funds. East Waste currently has multiple projects active which support the objectives of the initial grants, which may be considered suitable alternatives. If it is determined that neither these initial projects nor the current alternatives are deemed suitable, East Waste will work with Green Industries SA to determine whether funds should be returned in full or in part, and will account for this appropriately in the financial records.

2. Employees with excessive annual leave balances	**Low**
Finding	Audit identified 7 employees (5 employees identified in the 2024/25 FY) with annual leave balances in excess of 300 hours (approximately 2 years of entitlement).
Risk	Leave balances exceeding the allowable balances under the relevant EB. Staff not taking leave has financial implications as leave is paid at higher rates than it was accrued, and may lead to health, safety and welfare issues. Regular taking of leave also acts as a fraud prevention control.
Recommendation	Implement strategies to systematically reduce excessive leave balances, and prevent employees from accumulating excessive balances.
Management Response	We acknowledge this recommendation.

Management Response	Employees with high annual leave balances will be reviewed as part of our weekly ESG and Monthly Leadership meetings, where the relevant team leaders will be notified accordingly. This will be tracked with the aim of reducing annual leave balances over time. We are actively reviewing headcount and run design to ensure appropriate coverage of drivers, to facilitate both more effective leave usage and reduced overtime. This will see a small increase in headcount, but with an offset benefit in leave reduction, overtime reduction, and internal upskilling.

5. Immaterial Uncorrected Misstatements

There are no immaterial uncorrected misstatements to report. All misstatements identified during our audit have been adjusted in the financial report.

Appendix 1 – Proposed Independent Auditor's Report on the Financial Report

To the members of the Eastern Waste Management Authority Inc

Opinion

We have audited the accompanying financial report of the Eastern Waste Management Authority Inc (the Authority), which comprises the statements of financial position as at 30 June 2026, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the Certification of the Financial Statements.

In our opinion, the accompanying financial report presents fairly, in all material respects, the financial position of the Authority as at 30 June 2026, and of its financial performance and its cash flow for the year then ended in accordance with the Australia Accounting Standards, *Local Government Act 1999* and *Local Government (Financial Management) Regulations 2011*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Authority in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibility for the Financial Report

The Authority is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations), the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* and for such internal control as Authority determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Authority is responsible for assessing the authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Authority either intends to liquidate the Authority or to cease operations, or has no realistic alternative but to do so. Those charged with governance are responsible for overseeing the Authority's financial reporting process.

Auditor's Responsibility for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatements, whether due to fraud or error, and to issue and auditor's report that includes our opinion. Reasonable assurance is a high level assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decision of users taken on the basis of this financial report.

As part of an audit of the financial report in accordance with Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risk of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentation, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit of the financial report in order to design procedures that are appropriate in the circumstances, but for the purpose of expressing an opinion on the effectiveness of the Authority's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Authority's ability to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

GALPINS ACCOUNTANTS, AUDITORS & BUSINESS CONSULTANTS

Tim Muhlhausler CA, Registered Company Auditor
Partner

Date:

Appendix 2 – Proposed Statement by Auditor

I confirm that, for the audit of the financial statements of the Eastern Waste Management Authority for the year ended 30 June 2026, I have maintained my independence in accordance with the requirements of APES 110 – *Code of Ethics for Professional Accountants (including Independence Standards),* Part 4A, published by the Accounting Professional and Ethical Standards Board, in accordance with the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22 (5) *Local Government (Financial Management) Regulations 2011*.

GALPINS ACCOUNTANTS, AUDITORS & BUSINESS CONSULTANTS

Tim Muhlhausler CA, Registered Company Auditor
Partner

Date:

EastWaste

24 September 2026

Tim Muhlhausler
Galpins
PO Box 4067
NORWOOD SOUTH SA 5067

Dear Tim,

RE: AUDIT FOR EASTERN WASTE MANAGEMENT AUTHORITY INC FOR THE YEAR ENDED 30 JUNE 2026

This representation letter is provided in connection with your audit of the financial statements of **Eastern Waste Management Authority Inc** (the "Authority") for the year ended 30 June 2026 for the purpose of forming an opinion whether, in all material respects, the financial statements are presented fairly in accordance with the Local Government Act 1999, Local Government (Financial Management) Regulations 1999 and Australian Accounting Standards so as to present a view which is consistent with your understanding of Eastern Waste Management Authority's financial position, the results of its operations and its cash flows.

We acknowledge our responsibility for the preparation of the financial statements including adequate disclosure. We also acknowledge our responsibility for the implementation and operation of accounting and internal control systems that are designed to prevent and detect fraud and error.

We confirm, to the best of our knowledge and belief, the following representations:

We have implemented and maintained sufficient internal controls and processes within the Authority and ensure all elected controls regarded as 'core' have complied with.

There have been no irregularities involving management or employees who have a significant role in the accounting and internal control systems or that could have a material effect on the financial statements;

We have disclosed to you all significant facts relating to any frauds or suspected frauds known to us that may have affected the Authority;

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We have disclosed to you the results of our assessment of the risk that the financial report may be materially misstated as a result of fraud;

We have made available to you all books of account and supporting documentation and all minutes of meetings. Where minutes have not been prepared for recent meetings, a summary of decisions taken at those meetings has been made available to you;

We confirm the completeness of the information provided regarding the identification of related parties, and balances and transactions with related parties;

The financial statements are free of material misstatements, including omissions;

We believe the effects of those uncorrected financial report misstatements noted by you or your staff during the audit are immaterial, both individually and in aggregate to the financial report taken as a whole;

The Authority has complied with all aspects of contractual agreements that could have a material effect on the financial statements in the event of non-compliance;

We have disclosed to you all known incidences of possible or actual non-compliance with laws and regulations whose effects should be considered when preparing the financial report;

The following have been properly recorded and, when appropriate, adequately disclosed in the financial statements:

- The identity of, and balances and transactions with, related parties;
- Losses arising from sale and purchase commitments;
- Agreements and options to buy back assets previously sold,
- Assets pledged as collateral.

We have no plans or intentions that may materially alter the carrying value or classification of assets and liabilities reflected in the financial statements.

The Authority has satisfactory title to all assets and there are no liens or encumbrances on the company's assets, except for those that are disclosed in notes to the financial statements.

We have recorded or disclosed, as appropriate, all liabilities, both actual and contingent.

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There have been no events subsequent to period end which require adjustment of or disclosure in the financial statements or Notes thereto.

All claims that have been received in connection with litigation do not require adjustment of or disclosure in the financial statements of Notes thereto.

There are no formal or informal set-off arrangements with any of our cash and investment accounts. We have no other line of credit arrangements.

There are reasonable grounds to believe that the Authority will be able to pay its debts as and when they become due and payable.

Leonard Leyland **24 September 2026**

General Manager

Eastern Waste Management Authority
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eastwaste.com.au

9.3 Regulation 10 Financial Report

Report Author	General Manager
Attachments	A: Regulation 10 Financial Report

Purpose and Context

To provide the Audit and Risk Management Committee (the Committee) with a Report on the previous financial year performance (FY26) against budget as required by Regulation 10 of the *Local Government (Financial Management) Regulations 2011*.

Recommendation

The Audit & Risk Management Committee recommends to the East Waste Board that the Regulation 10 Financial Report, as presented in Attachment A (*Item 9.3, Audit & Risk Management Committee Meeting 16 September 2026****) be adopted.***

Strategic Link

Objective 5. Provide Leadership

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

Background

The Report is provided in accordance with Regulation 10(1) of the *Local Government (Financial Management) Regulations 2011* (Regulations):

> *A council, council subsidiary or regional subsidiary must, by no later than 31 December in each year, prepare and consider a report showing the audited financial results of each item shown in the statement of comprehensive income and balance sheet of the budgeted financial statements of the council, council subsidiary or regional subsidiary (as the case may be) for the previous financial year compared with the estimated financial results set out in the budget presented in a manner consistent with the Model Financial Statements.*

Report

This is a standing legislative report provided in accordance with the Regulations. Report included at **Attachment A.**

REGULATION 10 REPORT

Eastern Waste Management Authority

Uniform Presentation of Finances

	2025/26 $000 Adopted Budget	2025/26 $000 BR1	2025/26 $000 BR2	2025/26 $000 BR3	2025/26 $000 Actual
Income					
User Charges	28,531	28,531	28,661	28,361	28,484
Investment Income	60	75	140	140	154
Grants, subsidies and contributions	-	-	-	-	-
Net gain - equity accounted Joint Venture	2,119	2,219	2,220	2,570	2,363
	30,710	**30,825**	**31,021**	**31,071**	**31,001**
Expenses					
Employee Costs	9,170	9,261	9,261	9,261	9,549
Materials, Contracts & Other Expenses	17,833	17,952	18,176	18,578	18,292
Depreciation, Amortisation & Impairment	2,835	2,835	2,835	2,847	2,834
Finance Costs	720	720	720	720	709
	30,558	**30,768**	**30,992**	**31,406**	**31,384**
Operating Surplus / (Deficit)	**152**	**57**	**29**	**(335)**	**(383)**
Net Outlays on Existing Assets					
Capital Expenditure on renewal and replacement of Existing Assets	(3,390)	(3,390)	(3,390)	(3,551)	(3,378)
Depreciation, Amortisation and Impairment	2,835	2,835	2,835	2,847	2,834
Proceeds from Sale of Replaced Assets	30	30	30	136	135
	(525)	**(525)**	**(525)**	**(568)**	**(409)**
less Net Outlays on New and Upgraded Assets					
Capital Expenditure on New and Upgraded Assets	(135)	(135)	(135)	(60)	(179)
Amounts received specifically for New and Upgraded Assets	-	-	-	-	-
Proceeds from Sales of Replaced Assets	-	-	-	-	-
	(135)	**(135)**	**(135)**	**(60)**	**(179)**
Net Lending / (Borrowing) for Financial Year	**(508)**	**(603)**	**(631)**	**(963)**	**(971)**

Eastern Waste Management Authority

Statement of Comprehensive Income

	2025/26 $000 Adopted Budget	2025/26 $000 BR1	2025/26 $000 BR2	2025/26 $000 BR3	2025/26 $000 Actual
Income					
User Charges	28,531	28,531	28,661	28,361	28,484
Investment Income	60	75	140	140	154
Grants, subsidies and contributions	-	-	-	-	-
Net gain - equity accounted Joint Venture	2,119	2,219	2,220	2,570	2,363
Total Income	**30,710**	**30,825**	**31,021**	**31,071**	**31,001**
Expenses					
Employee Costs	9,170	9,261	9,261	9,261	9,549
Materials, Contracts & Other Expenses	17,833	17,952	18,176	18,578	18,292
Depreciation, Amortisation & Impairment	2,835	2,835	2,835	2,847	2,834
Finance Costs	720	720	720	720	709
Total Expenses	**30,558**	**30,768**	**30,992**	**31,406**	**31,384**
Operating Surplus / (Deficit)	**152**	**57**	**29**	**(335)**	**(383)**
Net Gain / (Loss) on Disposal of Assets	30	30	30	136	135
Amounts received specifically for new/upgraded assets	-	-	-	-	-
Net Surplus / (Deficit)	**182**	**87**	**59**	**(199)**	**(248)**
Other Comprehensive Income					
Other Comprehensive Income	-	-	-	-	-
Total Comprehensive Income	**182**	**87**	**59**	**(199)**	**(248)**

Eastern Waste Management Authority

Statement of Cash Flows

	2025/26 $000 Adopted Budget	2025/26 $000 BR1	2025/26 $000 BR2	2025/26 $000 BR3	2025/26 $000 Actual
Cash Flows from Operating Activities					
Operating Receipts	30,650	30,750	30,881	30,931	31,475
Investment Receipts	60	75	140	140	154
Employee costs	(9,050)	(9,141)	(9,141)	(9,141)	(9,500)
Materials, contracts & other expenses	(17,833)	(17,952)	(18,176)	(18,578)	(18,125)
Interest Payments	(697)	(697)	(697)	(697)	(691)
Net cash provided by (used in) operating activities	**3,130**	**3,035**	**3,007**	**2,655**	**3,313**
Cash Flows from Investing Activities					
Sale of Replaced Assets	30	30	30	136	135
Expenditure on Renewal/Replacement Assets	(3,390)	(3,390)	(3,390)	(3,551)	(3,378)
Expenditure on New/Upgraded Assets	(135)	(135)	(135)	(60)	(179)
Net cash provided by (used in) investing activities	**(3,495)**	**(3,495)**	**(3,495)**	**(3,475)**	**(3,422)**
Cash Flows from Financing Activities					
Proceeds from Borrowings	3,390	3,390	3,390	3,390	3,216
Repayment of Lease Liabilities	(168)	(168)	(168)	(168)	(166)
Repayment of Borrowings	(2,150)	(2,150)	(2,150)	(2,150)	(1,961)
Net cash provided by (used in) financing activities	**1,072**	**1,072**	**1,072**	**1,072**	**1,089**
Net Increase (Decrease) in cash held	**707**	**612**	**584**	**252**	**980**
Cash & Cash Equivalents at the beginning of period	**1,993**	**1,722**	**1,722**	**1,722**	**1,722**
Cash & Cash Equivalents at end of period	**2,700**	**2,334**	**2,306**	**1,974**	**2,702**

Eastern Waste Management Authority

Statement of Financial Position

	2025/26 $000 Adopted Budget	2025/26 $000 BR1	2025/26 $000 BR2	2025/26 $000 BR3	2025/26 $000 Actual
Current Assets					
Cash & Cash Equivalents	2,700	2,334	2,306	1,974	2,702
Trade & Other Receivables	1,413	1,824	1,824	1,824	1,196
Inventory	63	38	38	38	47
Total Current Assets	**4,176**	**4,196**	**4,168**	**3,836**	**3,945**
Non-Current Assets					
Property, Plant & Equipment	13,973	13,911	13,911	13,985	11,879
Right-of-Use Assets	-	-	-	-	2,065
Total Non-Current Assets	**13,973**	**13,911**	**13,911**	**13,985**	**13,944**
Total Assets	**18,149**	**18,107**	**18,079**	**17,821**	**17,889**
Current Liabilities					
Trade & Other Payables	1,588	1,578	1,578	1,578	1,742
Borrowings	2,285	2,285	2,285	2,285	2,253
Provisions	1,110	1,075	1,075	1,075	1,049
Lease Liabilities	-	-	-	-	185
Total Current Liabilities	**4,983**	**4,938**	**4,938**	**4,938**	**5,229**
Non-Current Liabilities					
Borrowings	11,789	11,789	11,789	11,789	9,600
Provisions	169	125	125	125	87
Lease Liabilities	-	-	-	-	2,053
Total Non-Current Liabilities	**11,958**	**11,914**	**11,914**	**11,914**	**11,740**
Total Liabilities	**16,941**	**16,852**	**16,852**	**16,852**	**16,969**
Net Assets	**1,208**	**1,255**	**1,227**	**969**	**920**
Equity					
Accumulated Surplus	1,208	1,255	1,227	969	920
Total Equity	**1,208**	**1,255**	**1,227**	**969**	**920**

Eastern Waste Management Authority

Statement of Changes in Equity

	2025/26 $000 Adopted Budget	2025/26 $000 BR1	2025/26 $000 BR2	2025/26 $000 BR3	2025/26 $000 Actual
Accumulated Surplus					
Balance at beginning of period	**1,026**	**1,168**	**1,168**	**1,168**	**1,168**
Net Surplus / (Deficit)	182	87	59	(199)	(248)
Transfers from reserves	-	-	-	-	-
Transfers to reserves	-	-	-	-	-
Distribution to Councils	-	-	-	-	-
Balance at end of period	**1,208**	**1,255**	**1,227**	**969**	**920**
Total Equity	**1,208**	**1,255**	**1,227**	**969**	**920**

9.4 Review of Fleet Asset Management Plan & Strategy 2027-2036

Report Author	General Manager
Attachments	A: Revised Fleet Asset Management Plan and Strategy 2027-2036

Purpose and Context

To provide the Audit & Risk Management Committee (the Committee) with the opportunity to review and provide feedback on the revised Fleet Asset Management Plan & Strategy 2027-2036 prior to presentation to the East Waste Board.

Recommendation

The Audit & Risk Management Committee recommend to the East Waste Board that the revised East Waste Fleet Asset Management Plan & Strategy 2027-2036, as presented in Attachment A *(Item 9.4, Audit & Risk Management Committee Meeting, 16 September 2026)****, be adopted.***

Strategic Link

Objective 5. Provide Leadership

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

Background

The Fleet Asset Management Plan & Strategy (the Plan) is a 10-year strategic plan which has been prepared to further enhance the governance and strategic asset management planning activities of East Waste.

Report

The Plan extensively details how East Waste intends to manage its fleet assets through their entire lifecycle, as well as the proposed strategic challenges/matters that will need to be considered as part of the future management of the fleet. Accordingly, information relating to the following key topics have been covered off:

- Key data and details of the current fleet composition, age profile and estimated utilisation
- Definition of service standards as managed by the Administration on a day-to-day basis
- The considerations for management fleet assets through their lifecycle
- The projected future demands on the fleet assets
- Risk management
- Financial projections for costs over the life of the Plan.

The document is prepared as a draft plan with East Waste Administration seeking feedback and input from the Committee in relation to the review of the Plan, that Administration can consider prior to presentation to the East Waste Board. Administration will then present the Plan to the Board for their consideration.

The financial projections within the Plan will influence the FY2027 Budget Review One (BR1) as well as the upcoming review of the Long-Term Financial Plan, which will be presented at a future Audit & Risk Management Committee meeting.

Conclusion

The revised Fleet Asset Management Plan & Strategy 2027-2036 provides a comprehensive framework for the effective governance and management of East Waste's fleet assets over the next 10 years. It brings together the current fleet profile, service standards, lifecycle management considerations, future demand, risk management and long-term financial projections to support informed and sustainable decision-making.

Feedback from the Committee will assist Administration to finalise the Plan prior to its presentation to the East Waste Board for adoption. The Plan will also inform FY2027 Budget Review One and the forthcoming review of the Long-Term Financial Plan, helping ensure that future fleet investment is aligned with operational requirements, risk priorities and East Waste's long-term financial capacity.

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Fleet Asset Management Plan & Strategy 2027-2036

September 2026

Contents

Introduction

East Waste is a regional subsidiary formed under the *Local Government Act 1999* consisting of eight Adelaide Metropolitan Councils which constitute over 20% of the city's population. The Constituent Councils of East Waste are:

- Adelaide Hills Council
- City of Burnside
- Campbelltown City Council
- City of Mitcham
- City of Norwood Payneham & St Peters
- City of Prospect
- The City of Unley
- Corporation of the Town of Walkerville.

East Waste is no longer solely a waste collection business, extending to services in education, resource management, procurement and advocacy on behalf of its Constituent Councils. Notwithstanding this, the premise and primary role of East Waste will always remain a waste logistics business, with its core role being to provide high-quality, efficient and effective kerbside waste collection services to its Constituent Councils and their respective communities. To deliver this, East Waste invests in and maintains a fleet of trucks to perform its daily operations.

In servicing its Constituent Councils, East Waste maintains a fleet of waste collection vehicles which are referred to as Fleet Assets and enable the subsidiary to provide the following waste collection services:

- Residual waste (140L & 240L bins)
- Food Organics Green Organics (FOGO) (240L bins)
- Comingled recycling (240L bins)
- Hard waste collections
- Public litter bin collections (140L & 240L bins)
- Bulk bin collections (660L & 1100L bins).

The Fleet Asset Management Plan (the Plan) is a strategic document which influences East Waste's Long Term Financial Plan (LTFP) and outlines how East Waste will operate, maintain and renew its Fleet Assets to ensure that:

- East Waste's strategic objectives are considered and factored into the future planning of the replacement of fleet assets.
- Assets will be maintained to the expected level of service standards set out within this document that meet Constituent Council and community expectations.
- Future demand for new services are considered when managing and upgrading existing assets and providing new ones that are fit for purpose to meet waste collection service demands of the Constituent Councils and local community.
- The lifecycle cost of assets are appropriately managed to ensure that cost-effective services are provided to Constituent Councils.
- Risks associated with the provision of services provided are considered and minimised wherever possible for members of the public and East Waste's staff.

For the purposes of this plan, 'Fleet' refers to East Waste's waste collection vehicles only. As of August 2026, East Waste has a fleet of 59 vehicles, comprising of three primary vehicle types, being:

- 52 Robotic Arm Collection Vehicles (RACV).
- 4 Rear Lift trucks.
- 3 Rear Loader trucks.

East Waste has prepared this document based upon available information to define service standards which will drive future behaviour around the acquisition, maintenance and renewal of Fleet Assets so that over the life of this Plan, East Waste's Fleet Assets will remain operational, cost-effective and compliant with safety, environmental and vehicle standard requirements.

The Strategic Link

East Waste has adopted the 2030 Strategic Plan which has been developed by the Board of East Waste and reflects the needs of its Constituent Councils. In addition, each of the eight Constituent Councils has their own Strategic Plan (and in several cases Waste Plans) guiding the direction of their community, assets and activities.

In developing the Fleet Asset Management Plan, consideration has been given to East Waste's Strategic Plan to ensure that the objectives have been appropriately considered and factored into this Plan. Noting however that the Strategic Plan will also be reviewed and updated as a living document intended to keep pace with changes in environment, technology and service delivery.

Vision Statement

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

Strategy Drivers

East Waste has set the following objectives to help fulfil its vision:

Objective 1	Deliver cost-effective and efficient services facilities
Objective 2	Maximise source separation and recycling
Objective 3	Provide leading and innovative behaviour change programs and education
Objective 4	Help develop a local circular economy
Objective 5	Provide leadership

Fleet Asset Profile

East Waste maintains a fleet of 59 vehicles (as at August 2026), predominantly consisting of Robotic Arm Collection Vehicles (RACVs) for undertaking East Waste's core kerbside collection services, and utilises Rear Loader Vehicles (RLCV) to undertake hard waste collection services and smaller rear lift vehicles for litter services.

The trucks are fitted with modern technology, utilising the 3 Logix Fleetmax GPS System which provides real time GPS asset tracking. Fleetmax also has video capture capabilities which are essential to maintaining strong work, health and safety standards and practices. As well as incident capture and proof of service, all new trucks come equipped with six real-time cameras capturing footage to assist administrative and customer service functions. A Reverse Smart Sensor/Brake and Anti Roll Away System are also minimum requirements across the Fleet with any vehicles lacking these features under review for installation.

The fleet is modern with an average age across the RACVs of 4.2 years (as at August 2026), with the Rear Lift and Rear Loader vehicles closer to the end of their useful life.

Fleet asset useful lives are estimated based on consideration being given to the following key factors:

- Manufacturer contract maintenance period.
- Annual operating maintenance cost estimates.
- Estimated residual values.
- Repairs undertaken during the life of the vehicle.
- Effectiveness of operation.

The makeup and construction of waste collection vehicles involve two key elements: the cab-chassis and the compactor body. These components impact both the tender process and the vehicle's management throughout its lifecycle. In simplistic terms, the cab-chassis is a 'vehicle component', while the compactor body attaches to the cab-chassis and comprises; the bin lifting equipment, compactor and waste storage vessel. East Waste has the greatest ability to influence and adapt the compactor body to suit its needs and advanced safety requirements through the tendering process enabling East Waste to respond and remain current with market changes.

East Waste utilises contracted maintenance services for the compactor bodies for a period of seven (7) years, while all cab-chassis servicing is completed on a 250-hour and 500-hour maintenance schedule within East Waste's internal workshop. Maintenance costs are predicted to increase marginally year-on-year in the first seven (7) years and generally peak between the eighth and ninth year for an RACV. Beyond this point, maintenance expenditure becomes increasingly variable due to the greater likelihood of major component failures, increased repair frequency and reduced vehicle reliability. For this reason, eight (8) years is deemed to be the ideal fleet replacement age, at which time the vehicle is considered to have reached the end of its prescribed useful life. There are circumstances where consideration is given to delaying fleet asset replacement in cases where an RACV has undergone major refurbishment works or a complete engine rebuild. East Waste is also undertaking a Fleet Maintenance Cost Analysis Project to better understand lifecycle maintenance trends and inform future replacement assumptions, which may be used to revise this Plan if necessary.

Typically, Rear Lift and Rear Loader collection vehicles require less maintenance in their later years compared with RACVs due to the reduced overall hours of operation and the compactor body configuration. For this reason, it remains cost-effective to retain Rear Lift and Rear Loader vehicles for 10 years. Despite increased unexpected maintenance costs linked to ageing vehicles, waste collection vehicles depreciate rapidly and attract low residual values which means there is little motivation to replace vehicles sooner if maintenance costs remain stable. An individual assessment of each fleet asset occurs once the estimated useful life is reached to determine a course of action.

When considering total available hours to utilise East Waste trucks, hours are predominately dictated by three main constraints:

- Mandated operating hours under the *Local Nuisance and Litter Control Act 2016* which stipulate waste collection can occur between 7am -7pm.
- National Heavy Vehicle Regulations which stipulate that on average a driver cannot operate a vehicle for longer than 12 driving hours.
- Waste Collection Days, set out in historical waste collection calendars (typically Monday – Friday).

While 12 hours is available, from a health and safety perspective, East Waste do not consider this to be practical, safe or sustainable and therefore deliberately design runs to typically be completed within 8-10 hours.

East Waste utilisation percentages sit at around 75%, meaning on average, an RACV is typically on the road close to 9.00 out of 12 available hours a day.

	Service Provided	Asset Category	Qty	Average age as of August 2025	Estimated average annual Utilisation per vehicle	Estimated Fleet Utilisation	Useful Life (Years)	Disposal Value - % of Purchase Price
Fleet	Kerbside Collections	RACV	52	4.21	2340 hours	75%	8	0.8%
	Litter Bins & MUD Collections	Rear Lift	4	4.5	1976 hours	80%	10	1.2%
	Hard Waste Collections	Rear Loader	3	5.33	2080 hours	80%	10	1.2%

**Fleet utilisation has been calculated based on comparing the estimated average utilisation hours compared to the available hours of operation per truck.*

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Levels of Service

Desired levels of service are determined through various sources including community feedback to Constituent Councils, State Government Objectives, Service Level Agreements with the Councils and East Waste directly through its service requests and correspondence. The levels of service are categorised across the following main criteria:

Technical Service Levels

Technical levels of service determine the allocation of resources to undertake activities to best achieve the desired outcomes and demonstrate effective performance throughout an asset's lifecycle. East Waste operates, monitors, and maintains its fleet assets to deliver technical levels of service through approved financial budgets, in a cost-efficient manner. The following table demonstrates the Technical Levels of Service for East Waste's fleet assets.

Technical Service Level	Achieved By
Planning and management of fleet in line with East Waste budget allocations and consideration of strategic documents	Fleet assets are acquired and managed through their useful life as per the adopted Annual Plan & Budget and Fleet Replacement Program. Annual review and update of Fleet Replacement Schedules, Budgets, and LTFP occur.
Maintenance of fleet assets in line with operational requirements, manufacturer requirements and relevant legislative requirements	Fleet maintenance programs are aligned with industry best practices, legislative requirements, and design specifications. Scheduled maintenance is compliant with industry standards and manufacturers specifications. Maintenance records and inspection reports are maintained within the FleetMex Maintenance Program, Skytrust, and the financial management programs recording maintenance performed, labour and materials used.
Renewal of fleet asset in accordance with optimum replacement timing based on whole of life costs	Fleet Assets are replaced as per the Annual Fleet Replacement Program, and in line with the East Waste Annual Plan & Budget, once their deemed useful life has been reached.

Constituent Council and Community Service Levels

Levels of Customer Service are associated with the variety of services provided by East Waste to its Constituent Councils and their communities. The following table demonstrates how the fleet assets covered under this Asset Management Plan assist in achieving Constituent Council expected levels of service.

Customer Service Level	Achieved By
Cost effective service to Constituent Councils	Fleet assets are acquired and maintained over their useful life in a cost-efficient manner.

Safety of East Waste staff and Constituent Council Communities	Fleet assets and operators, are risk assessed to ensure they are operated safely within the community.
Minimum Service levels provided as per Constituent Council Service Level Agreements	Fleet assets are acquired and maintained over their useful life in line with minimum requirements set out in East Waste Service Level Agreements, (SLAs in development).
Maintain a well-presented, and visually appealing fleet	Through cleanliness standards and employment of a full-time yard hand worker responsible for scheduled truck washing.
Operational requirements are safely and effectively met	Fleet assets are managed and maintained to best practice industry standards.
Provide sufficient fleet assets to undertake waste collection to meet Levels of Service	Number of fleet assets and their specifications meet operational requirements.
Sustainability	Environmental performance is considered when selecting fleet assets, including emission levels, with consideration given to alternate fuel powered vehicles.
Utilisation	Achieve target utilisation rates through efficient management of distance travelled, operational hours and service intervals for an optimised renewal program.

Legislative Requirements

East Waste considers the following legislative framework in the management of fleet, plant and equipment assets

Local Government Act 1999	Sets out the role, purpose, responsibilities and powers of local governments including the preparation of a Long Term Financial Plan supported by infrastructure and asset management plans for sustainable service delivery.
Eastern Waste Management Authority Charter	Clause 43 states that the Board must prepare an asset management plan as part of the Business Plan.
Relevant Heavy Vehicle National Law and Regulations	Provides laws and regulations related to heavy vehicles over 4.5 tonnes gross vehicle mass.
Road Traffic Act 1961	Sets vehicle standards, mass and loading requirements and other safety measures in relation to light vehicles. Contains powers for Council to install and remove traffic control devices.
Local Nuisance and Litter Control Act 2016	An Act to regulate local nuisance and littering, encompassing noise and waste collection times.
SafeWork SA as relevant to Fleet Management	Provides the Code of Practice and registration for Managing Risks of Plant in the Workplace.
Work Health and Safety Act 2012 (SA)	Provides guidelines for protection of the health, safety and welfare of persons at work.

Australian Accounting Standards	Sets out the financial reporting standards relating to the recognition and depreciation of assets.

Future Demand

Demand Forecast and Management

East Waste's Board, the Audit & Risk Management Committee, and the East Waste Administration continuously monitor political, economic, social, technological, legal, environmental, and relational factors that may influence future service delivery and asset utilisation.

Key drivers that influence demand of East Waste's fleet assets include population changes, changes in demographics, shifts in waste stream generation, uptake of additional services or new services provided. As East Waste rolls out Service Level Agreements with its Constituent Councils (currently in development), clarity on service provisions will influence service delivery methods and in turn, demand on fleet assets.

To manage the demand for new services, East Waste will utilise a combination of managing, upgrading and purchasing to ensure assets are fit for purpose to meet future waste collection service demands of the Constituent Councils and the local community. Demand management practices include non-asset solutions, insuring against risks and managing failures.

Demand for fleet assets will also be influenced by changes in Constituent Council waste processing and disposal practices which may impact haul distances, fleet capacity to maintain a desired service level, fleet renewal strategy and budgets. East Waste's ability to meet future demands will be managed through annual reviews of this Plan.

East Waste acknowledges that the kerbside waste collection activity is expected to be impacted by future fluctuations in waste streams. The ability to maintain optimal fleet asset utilisation rates and efficient fleet running costs will determine the need to acquire additional fleet assets. The expansion of the fleet for new services is not considered within this Plan due to East Waste's inability to predict future trends but will be considered through the review of this Plan, with consideration given to the annual budgeting process following the development of the Annual Business Plan.

As East Waste's reporting function expands and is refined, increased accuracy of forecasting is expected to influence the review of this Plan.

Environmental Considerations

Recognising the potential impacts of climate change on asset longevity and functionality, East Waste is actively exploring measures to enhance Fleet Asset resilience against climate-related challenges. Although climate change currently has a minimal effect on fleet assets, recognising the fleet carbon footprint is important, therefore East Waste is continually reviewing alternate technologies in the field of waste collection.

In future fleet asset replacement decisions, East Waste will factor in emission levels, alternative fuel sources, and other environmental aspects with the goal of transitioning towards fleet assets with lower emissions over time and reduced impact on the environment.

Technology Advancements

East Waste remains committed to monitoring emerging vehicle technologies and alternative fuel sources to support future fleet sustainability objectives. This commitment was demonstrated through the acquisition of South Australia's first fully electric Robotic Arm Collection Vehicle (RACV) in 2020. While the vehicle provided valuable operational experience and insights into electric heavy vehicle technology, it was ultimately unable to consistently meet East Waste's operational service requirements and was subsequently replaced by a conventional diesel-powered vehicle.

East Waste continues to utilise the knowledge gained from this trial, together with ongoing research and industry engagement, to assess the suitability of emerging technologies for waste collection operations. Particular attention is being given to developments in electric and hydrogen-powered refuse collection vehicles, battery technology, vehicle range capabilities and charging infrastructure.

Hydrogen-powered vehicles continue to attract significant interest within the waste industry and may provide opportunities for future fleet decarbonisation. However, key barriers currently include limited hydrogen production and refuelling infrastructure, uncertainty surrounding long-term operating costs and the higher capital cost of hydrogen-powered vehicles compared with conventional diesel alternatives. For these reasons, the replacement of East Waste's diesel fleet with hydrogen-powered vehicles is not considered practical within the timeframe of this Plan.

East Waste will continue to monitor technological developments and alternative fuel solutions as they mature, with consideration given to future adoption where operational, financial and infrastructure requirements can be met..

Legislation

Changes in legislation that affect local government and thereby potentially East Waste, or legislation relating to environmental changes, transport, standards and requirements may directly influence East Waste in delivering and maintaining the required service levels. Any such changes that impact operations will be identified and brought to the East Waste Board for resolution.

Fleet Lifecycle Management

Lifecycle management of fleet assets is a high priority to ensure that expected service levels are realised from the investment of fleet assets. Assets are renewed with sufficient regularity to ensure that the fleet remains operationally efficient, meets modern workplace standards (including safety standards) and can deliver services that meet service level demands.

East Waste's renewal program aims to reduce the need for extensive reactive maintenance by mitigating risks as part of the fleet renewal program outlined in this Plan. Fleet maintenance programs are aligned with industry best practices, legislative requirements, and design specifications.

To ensure accurate cost allocation between planned and unplanned maintenance, further analysis of fleet maintenance expenditure is necessary and is continuously monitored as part of the quarterly Budget Review program undertaken by East Waste Administration.

Proactive or planned maintenance involves work identified and managed through a maintenance management program overseen holistically by East Waste management and workshop staff, and through regular inspection and services undertaken with contracted maintenance service providers.

Reactive or unplanned maintenance consists of repair work performed in response to asset failures, such as breakdowns, accidental damage, or safety repairs.

The cost of fuel is the most significant cost incurred in the running of the fleet with fuel being supplied by third party fuel suppliers under a contract arrangement. Other costs such as registration and insurance are relatively stable and tend to increase in parallel with other economic indicators.

The following is a summary of the estimated direct lifecycle operating costs, relating to the maintenance of each truck type, including fuel, repairs & maintenance, registration & insurance cost. Costs are displayed in today's dollars without inflators applied. Further detail of projected operating costs is provided within the Financial Summary of the Plan (pg. 16).

Estimated lifecycle operating costs

	Service	Estimated Total Useful Life (Years)	Estimated Total Running & Maintenance Costs over Total Useful Life
Kerbside RACV	Kerbside Collections	8	$820,035
Rear Lift	Litter Bins & MUD Collections	10	$672,245
Rear Loader	Hard Waste Collections	10	$612,752

Running cost estimates exclude depreciation and finance costs.

Asset replacement occurs after the full estimated useful life of an asset has been realised which can result in trucks typically being held for a period of approximately 6 – 10 months after the full useful life has been realised per the table above. This period allows for delivery of new fleet assets prior to disposal of replaced assets, ensuring East Waste maintains sufficient fleet to maintain service standards.

East Waste, via a Request for Tender process, invites suppliers to submit pricing for the programmed fleet replacement and maintenance to secure a multi-year contract (typically 3 years). To attract the most cost-effective service East Waste allows flexible options to tender, either for cab chassis or compactor bodies alone, or the complete unit. East Waste is currently in the second year of its fleet supply arrangement with Superior Pak following the completion of a competitive tender process in 2025. The contract provides for the supply of up to 18 vehicles, with an option for an additional two vehicles, over an initial three-year term with a further two-year extension option.

When disposing of assets, East Waste undertakes an initial assessment of each vehicle to determine whether it is at the end of its useful life and disposal then occurring in line with the Board approved Sale and Disposal of Assets Policy.

Fleet Risk Management

The operation of fleet assets brings inherent risks, and specific risks associated with service delivery. To appropriately manage risk East Waste conducts an assessment of the possible risks and hazard events which can occur and then assesses whether effective controls are in place to appropriately mitigate risks to an acceptable level.

A high level overview of the risk assessment undertaken in line with East Waste's risk management framework is summarised as follows:

Risk/Hazard	Control Activities	Risk Rating
Damage to Public/Private Property	• East Waste led driver education and training • Scheduled driver competency evaluations • Implementation of driver attraction and retention program to attract skilled workforce	High
Loss of productivity due to vehicle mechanical failure	• Fleet assets are managed and maintained to best practice industry standards • Suite of key spare parts retained on site to assist with prompt repair times • Spare assets are retained to allow for servicing breakdowns and major failures • Strong relationship development with truck manufacturers to access spare trucks if required	High
Driver Injury	• Routine driver competency evaluations undertaken • Safety focused workforce through management of driver training through Skytrust platform ensuring WHS training relevant and up to date • Fatigue management monitored • Engagement of independent contractor to complete annual roadworthy inspection of fleet assets • Fleet assets compliant with Australian standards, safety design standards, codes and laws pertaining to compactor trucks within the state of South Australia • Fleet assets compliant with the *Road Traffic Act 1961* and its Regulations and any other relevant Acts, Regulations and Ordinances	High

	• Thorough enforcement of Australian National Heavy Regulations	
Inability to Secure Replacement Fleet	• Forward forecasting of fleet replacement and continual future market availability scans • Availability of trucks guaranteed for delivery through tender process for duration of contract • Retaining strong relationships with comparable suppliers of fleet assets • Funds secured through Annual Plan & Budget endorsement process and according to the annually reviewed fleet replacement schedule • Strong borrowing capacity through reliable financial institution (Local Govt Finance Authority) to fund purchase of fleet assets • Diverse make up of fleet to spread reliance upon suppliers	Medium
Early Obsolescence of Fleet Assets Due to: • **Technological changes** • **Change in legislation** • **Change in waste disposal demands/materials** **Major mechanical failure prior to end of useful life**	• East Waste Administration conducts regular research relating to industry technological advancements and strives to be a leader in this space • Updates and support from industry partners in relation to legislative changes • Procure fleet to ensure flexibility of future service provision • Prescribed maintenance and inspections to ensure ongoing service adequacy	Low

East Waste considers the above risk assessment and necessary controls through its tendering process, acquisition, and management of its fleet assets over the course of their useful life to ensure optimum utilisation. Where risks are deemed non-acceptable, treatment plans are implemented to apply immediate corrective action, in line with East Waste's Business Continuity Plan.

Financial Summary

This section contains East Waste's financial projections resulting from the application of this Plan. The financial projections are estimates only, based on a number of assumptions, and are subject to future changes in accordance with changes to service requirements and asset performance.

The tables presented in Appendix 1 to 5 detail East Waste's financial projections relating to fleet replacement costs, fuel, fleet operating costs and depreciation over the life of the plan, per fleet asset.

Summarised in the table below is the total estimated replacement, operating, and depreciation costs annually, over the life of the plan.

Expenditure	26/27 $'000	27/28 $'000	28/29 $'000	29/30 $'000	30/31 $'000	31/32 $'000	32/33 $'000	33/34 $'000	34/35 $'000	35/36 $'000
Replacement	3,452	4,169	3,521	4,263	3,852	4,847	4,284	5,153	4,352	4,853
Fuel	2,592	2,682	2,776	2,873	2,974	3,078	3,186	3,297	3,413	3,532
Maintenance	2,323	2,446	2,586	2,633	2,823	3,000	3,122	3,093	3,204	3,411
Registration/Insurance	432	445	458	472	486	501	516	531	547	564
Depreciation	2,711	3,041	3,233	3,464	3,562	3,733	4,146	4,313	4,558	4,875

Fleet Replacement

Appendix 1 reflects the anticipated fleet replacement schedule and costs by year over the life of the Plan. Six vehicles are planned for replacement in FY2026–27, followed by a program of generally 6–7 vehicles per year. This approach supports the objective of maintaining the RACV fleet around its 8-year useful life while managing delivery timing, operational continuity and borrowing requirements.

East Waste currently follows a replacement strategy of approximately 6–7 vehicles per year. Under this approach, a small number of vehicles may remain in service into their 9th year before replacement. As part of the Fleet Maintenance Cost Analysis Project, East Waste is assessing whether extending the operational life of selected vehicles beyond 8 years represents a more cost-effective outcome. The assessment considers maintenance expenditure trends, vehicle reliability and the fact that vehicles are generally fully depreciated to their residual value after 8 years. The outcomes of this project will assist in refining future replacement assumptions and long-term fleet renewal strategies.

Service growth and increased Food Organics and Garden Organics (FOGO) collection activity continue to influence fleet utilisation and replacement timing. As the fleet grows to meet changing service requirements, the need for spare vehicles to support breakdown contingencies and operational resilience also increases. New and expanded services may require ongoing review of fleet requirements and the asset management assumptions that support them. When undertaking service changes or new projects, consideration will be given to the most effective utilisation of existing assets. However, where fleet capacity is insufficient, options such as extending the useful life of existing vehicles or acquiring additional vehicles will be considered.

Replacement costs use current quoted pricing in Year 1, followed by annual escalation assumptions of 4.0%, 3.5% and 3.1%, with a 6.0% adjustment in Year 5 to recognise the potential impact of contract renewal and market repricing. The model assumes all future 23-metre RACV replacements will be 29-metre vehicles. The current Superior Pak arrangement for Volvo vehicles is reflected in the replacement forecast.

Operating Costs

East Waste's fleet asset operating costs relate to a fleet of 59 vehicles throughout the life of the Plan and comprise fuel, repairs & maintenance, and registration & insurance.

Fuel

Fuel is the most significant cost associated with operating the fleet (and the most volatile), estimated to cost East Waste $2.592m in FY2026–27. Appendix 2 details the estimated fuel costs per annum per fleet asset over the life of the Plan. Assumptions are calculated based on the estimated annual litres of fuel consumed by each vehicle category, multiplied by the anticipated $/litre. Based on the fuel modelling, East Waste is expected to consume approximately 1.364 million litres of diesel during FY2026–27.

Year 1 of the Plan predicts a starting diesel price of $1.90 per litre, increasing to approximately $2.59 per litre in Year 10 based on an inflator of 3.5% applied year-on-year. Whilst East Waste Administration acknowledges that fuel prices are prone to fluctuations rather than a linear increase, the overall increase in the predicted diesel price over the life of the Plan is approximately $0.69 per litre. This assumption is considered reasonable having regard to historic movements in diesel prices over the last decade. Fuel remains both a significant and volatile expense to East Waste and is therefore closely monitored through the Budget Review Process.

Repairs & Maintenance

Repairs & Maintenance (R&M) is the second most significant running cost associated with East Waste's fleet assets. Appendix 3 (refer Appendix 3) details the estimated R&M costs per fleet asset per annum, over the life of the Plan.

R&M expenditure is forecast at $2.323m in FY2026-27, increasing to $3.411m in FY2035-36. The estimated cost per vehicle takes into account vehicle age, planned maintenance requirements, internal labour, materials, scheduled servicing, tyres, contracted maintenance and expected unscheduled maintenance. A 3.0% annual inflator has been applied.

Whilst elements of R&M expenditure can be forecast with reasonable accuracy, including contracted maintenance, scheduled servicing requirements and internal labour costs, East Waste continues to experience periodic significant unplanned maintenance events across the fleet. Historical maintenance trends have included major engine, transmission and differential failures, while increased FOGO collection activity places additional utilisation demands on the fleet. Appendix 3 represents East Waste's best estimate of planned and expected maintenance expenditure. However, Administration acknowledges that an additional allowance of approximately 5% above forecast maintenance expenditure may be required in individual years to respond to significant unplanned or unscheduled maintenance events. East Waste will continue to monitor fleet maintenance expenditure through the quarterly Budget Review Process and periodic analysis of major repair events.

As part of the Fleet Maintenance Cost Analysis Project, East Waste is undertaking a detailed review of historical maintenance expenditure and asset performance to better understand the relationship between vehicle age, reliability and maintenance costs. The outcomes of this project are expected to provide greater insight into long-term maintenance trends and assist in refining future fleet replacement and maintenance assumptions.

Registration & Insurance

Estimated registration & insurance costs for East Waste's fleet assets are detailed in Appendix 4 broken down by fleet asset build type, per annum, over the life of the Plan. This cost represents the estimated annual insurance premium based on an average fleet age by build type, combined with annual registration costs.

FY2026-27 registration & insurance expenditure is forecast at approximately $432k for the 59-vehicle fleet. A 3.0% annual inflator has been applied, increasing the forecast to approximately $564k by FY2035-36.

An annual inflator of 3.0% has been applied, consistent with the inflator applied across other costs. What is not captured in this table are the costs associated with insurance excess payments as a result of vehicle accident claim damage due to the sporadic and unpredictable nature of incidents that occur. The costs associated with incident claims are monitored through the Budget Review Process as well as periodic review of incident statistics by the East Waste Leadership Group.

Depreciation

Estimated depreciation costs are displayed in Appendix 5 by plant allocation over the life of the Plan. East Waste utilises the straight-line depreciation method, with RACVs typically depreciated over 8 years. A residual value of $5,000 is applied to new and future replacement vehicles, while existing vehicles retain the residual values contained in their current depreciation schedules. Depreciation is projected to increase by an average of approximately 6.7% per annum over the life of the Plan, from $2.711m in FY2026–27 to $4.875m in FY2035–36. This increase is primarily due to the replacement of approximately 6–7 vehicles per year, combined with anticipated increases in fleet acquisition costs over time.

East Waste will be replacing Fleet Assets that have exceeded their original estimated useful lives and have been fully depreciated to $0 in earlier years of the Plan. The extended use of assets beyond their expected lifespan is generally driven by operational requirements, including increased service demands, trial programs and the need to maintain sufficient operational capacity across the fleet. At the commencement of this Plan, four trucks within the fleet are over eight years of age and remain in service to support operational requirements, including increased Food Organics and Garden Organics (FOGO) collection activities. East Waste continues to monitor the performance and maintenance costs of these assets to ensure that their continued operation remains operationally and financially appropriate. As part of the Fleet Maintenance Cost Analysis Project, East Waste is assessing whether the extended use of selected vehicles beyond their estimated useful life represents a more cost-effective outcome for the organisation. The outcomes of this project will assist in refining future fleet replacement assumptions and long-term asset management strategies.

Funding of Fleet Replacement & Operating Costs

Operating costs associated with the running of fleet assets are funded from the Common Fleet Costing charges, being the annual waste collection charge set for Constituent Councils through the approved Budget. In setting the annual Common Fleet Costing charge, consideration of annual operating costs (including the recovery of depreciation expense) is factored into the calculation. Commencing from FY2026–27, Common Fleet Costing charges are billed monthly to Constituent Councils, providing improved cash flow management and alignment with ongoing operating expenditure requirements.

The funding of all fleet assets is undertaken by fixed-rate loans obtained through the Local Government Finance Authority (LGFA) in accordance with East Waste's Treasury Management Policy, with loan terms generally aligned to the estimated useful lives of the assets.

Valuation Forecasts

Valuation of fleet assets is ideally undertaken every 3-years. The valuations provide for more accurate reporting for insurance purpose and assist with decision-making relating to optimal utilisation of fleet assets. Valuations obtained of fleet assets are not applied for financial reporting purposes and will only be used to assist with operational and strategic planning activities.

Plan Improvement and Monitorinig

The effectiveness of the Plan can be measured in the following ways:

- The degree to which the required expenditures identified in this Plan are incorporated into the organisation's Long Term Financial Plan and Annual Budget.
- Improved service delivery and asset reliability.
- Reduced maintenance costs.
- Sustainability in fleet asset management and Life Cycle costs and Expenditures.

This Plan, including its effectiveness, will be reviewed annually in conjunction with the LTFP and with consideration given to the Annual Business Plan & Budget. The Plan will be amended where necessary to recognise changes in service levels or the resources available to provide those services.

APPENDIX 1

East Waste
Fleet Asset Management Plan & Strategy 2027-2036
Forecasted Replacement Costs

Plant Allocation	Plant No. Year 1	Replacement Plant Year 1	Asset Description Year 1	Original Acquisition	Yr 1 2026/27	Yr 2 2027/28	Yr 3 2028/29	Yr 4 2029/30	Yr 5 2030/31	Yr 6 2031/32	Yr 7 2032/33	Yr 8 2033/34	Yr 9 2034/35	Yr 10 2035/36
1	83	144	29M Robotic Arm Collection Vehicle (RACV)	15-09-2026	$ 575,417								$ 758,910	
2	85	145	29M Robotic Arm Collection Vehicle (RACV)	15-09-2026	$ 575,417								$ 758,910	
3	89	146	29M Robotic Arm Collection Vehicle (RACV)	15-09-2026	$ 575,417									$ 782,436
4	90	147	29M Robotic Arm Collection Vehicle (RACV)	15-09-2026	$ 575,417									$ 782,436
5	91	148	29M Robotic Arm Collection Vehicle (RACV)	15-09-2026	$ 575,417									$ 782,436
6	92	149	29M Robotic Arm Collection Vehicle (RACV)	15-09-2026	$ 575,417									$ 782,436
7	94		29M Robotic Arm Collection Vehicle (RACV)	31-07-2017		$ 595,556								
8	95		29M Robotic Arm Collection Vehicle (RACV)	31-07-2017		$ 595,556								
9	96		29M Robotic Arm Collection Vehicle (RACV)	31-07-2017		$ 595,556								
10	97		29M Robotic Arm Collection Vehicle (RACV)	31-07-2017		$ 595,556								
11	98		Hard Waste Rear Loader Vehicle	25-11-2016			$ 450,862							
12	99		29M Robotic Arm Collection Vehicle (RACV)	01-10-2018		$ 595,556								
13	100		29M Robotic Arm Collection Vehicle (RACV)	01-10-2018		$ 595,556								
14	101		29M Robotic Arm Collection Vehicle (RACV)	02-10-2018			$ 614,018							
15	102		29M Robotic Arm Collection Vehicle (RACV)	01-10-2018		$ 595,556								
16	104		29M Robotic Arm Collection Vehicle (RACV)	10-03-2020			$ 614,018							
17	105		29M Robotic Arm Collection Vehicle (RACV)	10-03-2020			$ 614,018							
18	106		29M Robotic Arm Collection Vehicle (RACV)	10-03-2020			$ 614,018							
19	107		29M Robotic Arm Collection Vehicle (RACV)	10-03-2020			$ 614,018							
20	108		29M Robotic Arm Collection Vehicle (RACV)	15-10-2020				$ 633,053						
21	109		29M Robotic Arm Collection Vehicle (RACV)	15-10-2020				$ 633,053						
22	110		29M Robotic Arm Collection Vehicle (RACV)	15-10-2020				$ 633,053						
23	111		29M Robotic Arm Collection Vehicle (RACV)	15-10-2020				$ 633,053						
24	112		29M Robotic Arm Collection Vehicle (RACV)	15-10-2020				$ 633,053						
25	113		29M Robotic Arm Collection Vehicle (RACV)	01-10-2021				$ 633,053						
26	114		29M Robotic Arm Collection Vehicle (RACV)	27-10-2021					$ 671,669					
27	115		29M Robotic Arm Collection Vehicle (RACV)	01-11-2021					$ 671,669					
28	116		29M Robotic Arm Collection Vehicle (RACV)	01-11-2021					$ 671,669					
29	117		29M Robotic Arm Collection Vehicle (RACV)	01-11-2021					$ 671,669					
30	118		29M Robotic Arm Collection Vehicle (RACV)	09-11-2021					$ 671,669					
31	119		29M Robotic Arm Collection Vehicle (RACV)	30-11-2022						$ 692,491				
32	120		29M Robotic Arm Collection Vehicle (RACV)	08-12-2022						$ 692,491				
33	121		29M Robotic Arm Collection Vehicle (RACV)	30-11-2022						$ 692,491				
34	122		29M Robotic Arm Collection Vehicle (RACV)	23-01-2023						$ 692,491				
35	123		29M Robotic Arm Collection Vehicle (RACV)	23-11-2022						$ 692,491				
36	124		29M Robotic Arm Collection Vehicle (RACV)	20-01-2023						$ 692,491				
37	125		29M Robotic Arm Collection Vehicle (RACV)	20-04-2023						$ 692,491				
38	126		29M Robotic Arm Collection Vehicle (RACV)	01-09-2023							$ 713,958			
39	127		29M Robotic Arm Collection Vehicle (RACV)	01-09-2023							$ 713,958			
40	128		29M Robotic Arm Collection Vehicle (RACV)	01-09-2023							$ 713,958			
41	129		29M Robotic Arm Collection Vehicle (RACV)	01-09-2023							$ 713,958			
42	130		29M Robotic Arm Collection Vehicle (RACV)	31-03-2024								$ 736,091		
43	131		29M Robotic Arm Collection Vehicle (RACV)	26-03-2024							$ 713,958			
44	132		29M Robotic Arm Collection Vehicle (RACV)	26-03-2024							$ 713,958			
45	133		29M Robotic Arm Collection Vehicle (RACV)	26-03-2024								$ 736,091		
46	134		Hard Waste Rear Loader Vehicle	26-03-2024									$ 557,252	
47	135		29M Robotic Arm Collection Vehicle (RACV)	21-01-2025								$ 736,091		
48	136		29M Robotic Arm Collection Vehicle (RACV)	10-12-2024								$ 736,091		
49	137		Hard Waste Rear Loader Vehicle	22-01-2025										$ 574,527
50	138		29M Robotic Arm Collection Vehicle (RACV)	01-10-2025								$ 736,091		
51	139		29M Robotic Arm Collection Vehicle (RACV)	01-10-2025								$ 736,091		
52	140		29M Robotic Arm Collection Vehicle (RACV)	01-10-2025								$ 736,091		
53	141		29M Robotic Arm Collection Vehicle (RACV)	01-10-2025									$ 758,910	
54	142		29M Robotic Arm Collection Vehicle (RACV)	01-10-2025									$ 758,910	
55	143		29M Robotic Arm Collection Vehicle (RACV)	01-10-2025									$ 758,910	
56	LT5		Litter Truck Rear Loader Vehicle	03-10-2018				$ 464,838						
57	LT6		Litter Truck Rear Loader Vehicle	15-10-2020					$ 493,193					
58	LT7		Litter Truck Rear Loader Vehicle	22-01-2025										$ 574,527
59	LT8		Litter Truck Rear Loader Vehicle	22-01-2025										$ 574,527
				No. Vehicles replaced	6	7	6	7	6	7	6	7	6	7
				Replacement Value	**3,452,499**	**4,168,893**	**3,520,953**	**4,263,156**	**3,851,539**	**4,847,436**	**4,283,749**	**5,152,636**	**4,351,801**	**4,853,325**
					1.040	1.035	1.031	1.031	1.061	1.031	1.031	1.031	1.031	1.031
				Revenue from asset sales	**$ 30,000.00**	**$ 35,000.00**	**$ 30,000.00**	**$ 35,000.00**	**$ 30,000.00**	**$ 35,000.00**	**$ 30,000.00**	**$ 35,000.00**	**$ 30,000.00**	**$ 35,000.00**

APPENDIX 2

East Waste
Fleet Asset Management Plan & Strategy 2027-2036
Forecasted Fuel Costs

Plant Allocation	Plant No Year 1	Asset Description Year 1	Yr 1 2026/27	Yr 2 2027/28	Yr 3 2028/29	Yr 4 2029/30	Yr 5 2030/31	Yr 6 2031/32	Yr 7 2032/33	Yr 8 2033/34	Yr 9 2034/35	Yr 10 2035/36
1	83	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 43,454.20	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
2	85	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
3	89	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 41,984.74	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
4	90	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
5	91	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
6	92	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
7	94	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 40,564.96	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
8	95	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
9	96	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
10	97	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 53,416.31
11	98	Hard Waste Rear Loader Vehicle	$ 39,193.20	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
12	99	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
13	100	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 53,416.31
14	101	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 51,609.96	$ 61,419.91
15	102	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
16	104	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
17	105	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 51,609.96	$ 61,419.91
18	106	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 49,864.70	$ 59,342.91	$ 61,419.91
19	107	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
20	108	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
21	109	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 49,864.70	$ 59,342.91	$ 44,490.28
22	110	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 48,178.45	$ 57,336.14	$ 59,342.91	$ 61,419.91
23	111	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
24	112	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
25	113	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 48,178.45	$ 57,336.14	$ 42,985.78	$ 61,419.91
26	114	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 46,549.23	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
27	115	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
28	116	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
29	117	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 46,549.23	$ 55,397.24	$ 41,532.16	$ 59,342.91	$ 44,490.28
30	118	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 44,975.10	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 53,416.31
31	119	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
32	120	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
33	121	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 44,975.10	$ 53,523.90	$ 40,127.69	$ 57,336.14	$ 42,985.78	$ 61,419.91
34	122	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 43,454.20	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 51,609.96	$ 61,419.91
35	123	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
36	124	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
37	125	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 43,454.20	$ 51,713.92	$ 38,770.71	$ 55,397.24	$ 41,532.16	$ 59,342.91	$ 61,419.91
38	126	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 41,984.74	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 49,864.70	$ 59,342.91	$ 61,419.91
39	127	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
40	128	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
41	129	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 41,984.74	$ 49,965.14	$ 37,459.63	$ 53,523.90	$ 40,127.69	$ 57,336.14	$ 59,342.91	$ 61,419.91
42	130	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 40,564.96	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 48,178.45	$ 57,336.14	$ 59,342.91	$ 61,419.91
43	131	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
44	132	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
45	133	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 40,564.96	$ 48,275.49	$ 36,192.88	$ 51,713.92	$ 38,770.71	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
46	134	Hard Waste Rear Loader Vehicle	$ 39,193.20	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 46,549.23	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
47	135	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
48	136	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
49	137	Hard Waste Rear Loader Vehicle	$ 39,193.20	$ 46,642.99	$ 34,968.96	$ 49,965.14	$ 37,459.63	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
50	138	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 44,975.10	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
51	139	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
52	140	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
53	141	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 33,786.44	$ 48,275.49	$ 36,192.88	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
54	142	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
55	143	29M Robotic Arm Collection Vehicle (RACV)	$ 45,065.69	$ 33,786.44	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
56	LT5	Litter Truck Rear Loader Vehicle	$ 32,643.90	$ 33,786.44	$ 34,968.96	$ 36,192.88	$ 37,459.63	$ 38,770.71	$ 40,127.69	$ 41,532.16	$ 42,985.78	$ 44,490.28
57	LT6	Litter Truck Rear Loader Vehicle	$ 32,643.90	$ 33,786.44	$ 34,968.96	$ 36,192.88	$ 37,459.63	$ 38,770.71	$ 40,127.69	$ 41,532.16	$ 42,985.78	$ 44,490.28
58	LT7	Litter Truck Rear Loader Vehicle	$ 32,643.90	$ 46,642.99	$ 48,275.49	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
59	LT8	Litter Truck Rear Loader Vehicle	$ 32,643.90	$ 46,642.99	$ 34,968.96	$ 49,965.14	$ 51,713.92	$ 53,523.90	$ 55,397.24	$ 57,336.14	$ 59,342.91	$ 61,419.91
			$ 2,591,571.12	**$ 2,682,276.11**	**$ 2,776,155.77**	**$ 2,873,321.23**	**$ 2,973,887.47**	**$ 3,077,973.53**	**$ 3,185,702.60**	**$ 3,297,202.19**	**$ 3,412,604.27**	**$ 3,532,045.42**
		$/litre	**$ 1.90**	**$ 1.97**	**$ 2.04**	**$ 2.11**	**$ 2.18**	**$ 2.26**	**$ 2.34**	**$ 2.42**	**$ 2.50**	**$ 2.59**

APPENDIX 3

East Waste
Fleet Asset Management Plan & Strategy 2027-2036
Forecasted Repairs & Maintenance

Plant Allocation	Plant No Year 1	Asset Description Year 1	Original Acquisition	Yr 1 2026/27	Yr 2 2027/28	Yr 3 2028/29	Yr 4 2029/30	Yr 5 2030/31	Yr 6 2031/32	Yr 7 2032/33	Yr 8 2033/34	Yr 9 2034/35	Yr 10 2035/36
1	83	29M Robotic Arm Collection Vehicle (RACV)	06-02-2015	**$ 21,408.46**	$ 26,055.80	$ 29,781.40	$ 31,775.57	$ 53,557.26	$ 78,484.09	$ 83,809.47	$ 76,948.18	**$ 27,119.59**	$ 33,006.70
2	85	29M Robotic Arm Collection Vehicle (RACV)	06-02-2015	**$ 21,408.46**	$ 26,055.80	$ 29,781.40	$ 31,775.57	$ 53,557.26	$ 78,484.09	$ 83,809.47	$ 76,948.18	**$ 27,119.59**	$ 33,006.70
3	89	29M Robotic Arm Collection Vehicle (RACV)	03-10-2016	**$ 21,408.46**	$ 26,055.80	$ 29,781.40	$ 31,775.57	$ 53,557.26	$ 78,484.09	$ 83,809.47	$ 76,948.18	$ 77,731.80	**$ 27,933.18**
4	90	29M Robotic Arm Collection Vehicle (RACV)	03-10-2016	**$ 21,408.46**	$ 26,055.80	$ 29,781.40	$ 31,775.57	$ 53,557.26	$ 78,484.09	$ 83,809.47	$ 76,948.18	$ 77,731.80	**$ 27,933.18**
5	91	29M Robotic Arm Collection Vehicle (RACV)	03-10-2016	**$ 21,408.46**	$ 26,055.80	$ 29,781.40	$ 31,775.57	$ 53,557.26	$ 78,484.09	$ 83,809.47	$ 76,948.18	$ 77,731.80	**$ 27,933.18**
6	92	29M Robotic Arm Collection Vehicle (RACV)	01-11-2016	**$ 21,408.46**	$ 26,055.80	$ 29,781.40	$ 31,775.57	$ 53,557.26	$ 78,484.09	$ 83,809.47	$ 76,948.18	$ 77,731.80	**$ 27,933.18**
7	94	29M Robotic Arm Collection Vehicle (RACV)	31-07-2017	$ 61,362.20	**$ 22,050.71**	$ 26,837.47	$ 30,674.84	$ 32,728.83	$ 55,163.97	$ 80,838.61	$ 86,323.75	$ 79,256.63	$ 80,063.75
8	95	29M Robotic Arm Collection Vehicle (RACV)	31-07-2017	$ 61,362.20	**$ 22,050.71**	$ 26,837.47	$ 30,674.84	$ 32,728.83	$ 55,163.97	$ 80,838.61	$ 86,323.75	$ 79,256.63	$ 80,063.75
9	96	29M Robotic Arm Collection Vehicle (RACV)	31-07-2017	$ 61,362.20	**$ 22,050.71**	$ 26,837.47	$ 30,674.84	$ 32,728.83	$ 55,163.97	$ 80,838.61	$ 86,323.75	$ 79,256.63	$ 80,063.75
10	97	29M Robotic Arm Collection Vehicle (RACV)	31-07-2017	$ 61,362.20	**$ 22,050.71**	$ 26,837.47	$ 30,674.84	$ 32,728.83	$ 55,163.97	$ 80,838.61	$ 86,323.75	$ 79,256.63	$ 80,063.75
11	98	Hard Waste Rear Loader Vehicle	25-11-2016	$ 30,700.67	$ 31,621.69	**$ 27,859.88**	$ 28,695.68	$ 29,556.55	$ 30,638.33	$ 29,921.90	$ 30,967.42	$ 32,054.83	$ 33,186.12
12	99	29M Robotic Arm Collection Vehicle (RACV)	01-10-2018	$ 62,565.91	**$ 22,050.71**	$ 26,837.47	$ 30,674.84	$ 32,728.83	$ 55,163.97	$ 80,838.61	$ 86,323.75	$ 79,256.63	$ 80,063.75
13	100	29M Robotic Arm Collection Vehicle (RACV)	01-10-2018	$ 62,565.91	**$ 22,050.71**	$ 26,837.47	$ 30,674.84	$ 32,728.83	$ 55,163.97	$ 80,838.61	$ 86,323.75	$ 79,256.63	$ 80,063.75
14	101	29M Robotic Arm Collection Vehicle (RACV)	02-10-2018	$ 62,565.91	$ 63,203.06	**$ 22,712.23**	$ 27,642.59	$ 31,595.09	$ 33,710.70	$ 56,818.89	$ 83,263.77	$ 88,913.46	$ 81,634.33
15	102	29M Robotic Arm Collection Vehicle (RACV)	01-10-2018	$ 62,565.91	**$ 22,050.71**	$ 26,837.47	$ 30,674.84	$ 32,728.83	$ 55,163.97	$ 80,838.61	$ 86,323.75	$ 79,256.63	$ 80,063.75
16	104	29M Robotic Arm Collection Vehicle (RACV)	10-03-2020	$ 67,701.06	$ 72,294.78	**$ 22,712.23**	$ 27,642.59	$ 31,595.09	$ 33,710.70	$ 56,818.89	$ 83,263.77	$ 88,913.46	$ 81,634.33
17	105	29M Robotic Arm Collection Vehicle (RACV)	10-03-2020	$ 67,701.06	$ 72,294.78	**$ 22,712.23**	$ 27,642.59	$ 31,595.09	$ 33,710.70	$ 56,818.89	$ 83,263.77	$ 88,913.46	$ 81,634.33
18	106	29M Robotic Arm Collection Vehicle (RACV)	10-03-2020	$ 67,701.06	$ 72,294.78	**$ 22,712.23**	$ 27,642.59	$ 31,595.09	$ 33,710.70	$ 56,818.89	$ 83,263.77	$ 88,913.46	$ 81,634.33
19	107	29M Robotic Arm Collection Vehicle (RACV)	10-03-2020	$ 67,701.06	$ 72,294.78	**$ 22,712.23**	$ 27,642.59	$ 31,595.09	$ 33,710.70	$ 56,818.89	$ 83,263.77	$ 88,913.46	$ 81,634.33
20	108	29M Robotic Arm Collection Vehicle (RACV)	15-10-2020	$ 67,701.06	$ 72,294.78	$ 66,376.18	**$ 23,393.60**	$ 28,471.87	$ 32,542.94	$ 34,722.02	$ 58,523.46	$ 85,761.68	$ 91,580.87
21	109	29M Robotic Arm Collection Vehicle (RACV)	15-10-2020	$ 67,701.06	$ 72,294.78	$ 66,376.18	**$ 23,393.60**	$ 28,471.87	$ 32,542.94	$ 34,722.02	$ 58,523.46	$ 85,761.68	$ 91,580.87
22	110	29M Robotic Arm Collection Vehicle (RACV)	15-10-2020	$ 67,701.06	$ 72,294.78	$ 66,376.18	**$ 23,393.60**	$ 28,471.87	$ 32,542.94	$ 34,722.02	$ 58,523.46	$ 85,761.68	$ 91,580.87
23	111	29M Robotic Arm Collection Vehicle (RACV)	15-10-2020	$ 67,701.06	$ 72,294.78	$ 66,376.18	**$ 23,393.60**	$ 28,471.87	$ 32,542.94	$ 34,722.02	$ 58,523.46	$ 85,761.68	$ 91,580.87
24	112	29M Robotic Arm Collection Vehicle (RACV)	15-10-2020	$ 67,701.06	$ 72,294.78	$ 66,376.18	**$ 23,393.60**	$ 28,471.87	$ 32,542.94	$ 34,722.02	$ 58,523.46	$ 85,761.68	$ 91,580.87
25	113	29M Robotic Arm Collection Vehicle (RACV)	01-10-2021	$ 47,584.93	$ 69,732.10	$ 74,463.63	**$ 23,393.60**	$ 28,471.87	$ 32,542.94	$ 34,722.02	$ 58,523.46	$ 85,761.68	$ 91,580.87
26	114	29M Robotic Arm Collection Vehicle (RACV)	27-10-2021	$ 47,584.93	$ 69,732.10	$ 74,463.63	$ 68,367.46	**$ 24,095.41**	$ 29,326.03	$ 33,519.23	$ 35,763.68	$ 60,279.16	$ 88,334.53
27	115	29M Robotic Arm Collection Vehicle (RACV)	01-11-2021	$ 47,584.93	$ 69,732.10	$ 74,463.63	$ 68,367.46	**$ 24,095.41**	$ 29,326.03	$ 33,519.23	$ 35,763.68	$ 60,279.16	$ 88,334.53
28	116	29M Robotic Arm Collection Vehicle (RACV)	01-11-2021	$ 47,584.93	$ 69,732.10	$ 74,463.63	$ 68,367.46	**$ 24,095.41**	$ 29,326.03	$ 33,519.23	$ 35,763.68	$ 60,279.16	$ 88,334.53
29	117	29M Robotic Arm Collection Vehicle (RACV)	01-11-2021	$ 47,584.93	$ 69,732.10	$ 74,463.63	$ 68,367.46	**$ 24,095.41**	$ 29,326.03	$ 33,519.23	$ 35,763.68	$ 60,279.16	$ 88,334.53
30	118	29M Robotic Arm Collection Vehicle (RACV)	09-11-2021	$ 47,584.93	$ 69,732.10	$ 74,463.63	$ 68,367.46	**$ 24,095.41**	$ 29,326.03	$ 33,519.23	$ 35,763.68	$ 60,279.16	$ 88,334.53
31	119	29M Robotic Arm Collection Vehicle (RACV)	30-11-2022	$ 29,079.15	$ 49,012.48	$ 71,824.06	$ 76,697.54	$ 70,418.49	**$ 24,818.27**	$ 30,205.81	$ 34,524.80	$ 36,836.59	$ 62,087.54
32	120	29M Robotic Arm Collection Vehicle (RACV)	08-12-2022	$ 29,079.15	$ 49,012.48	$ 71,824.06	$ 76,697.54	$ 70,418.49	**$ 24,818.27**	$ 30,205.81	$ 34,524.80	$ 36,836.59	$ 62,087.54
33	121	29M Robotic Arm Collection Vehicle (RACV)	30-11-2022	$ 29,079.15	$ 49,012.48	$ 71,824.06	$ 76,697.54	$ 70,418.49	**$ 24,818.27**	$ 30,205.81	$ 34,524.80	$ 36,836.59	$ 62,087.54
34	122	29M Robotic Arm Collection Vehicle (RACV)	23-01-2023	$ 29,079.15	$ 49,012.48	$ 71,824.06	$ 76,697.54	$ 70,418.49	**$ 24,818.27**	$ 30,205.81	$ 34,524.80	$ 36,836.59	$ 62,087.54
35	123	29M Robotic Arm Collection Vehicle (RACV)	23-11-2022	$ 29,079.15	$ 49,012.48	$ 71,824.06	$ 76,697.54	$ 70,418.49	**$ 24,818.27**	$ 30,205.81	$ 34,524.80	$ 36,836.59	$ 62,087.54
36	124	29M Robotic Arm Collection Vehicle (RACV)	20-01-2023	$ 29,079.15	$ 49,012.48	$ 71,824.06	$ 76,697.54	$ 70,418.49	**$ 24,818.27**	$ 30,205.81	$ 34,524.80	$ 36,836.59	$ 62,087.54
37	125	29M Robotic Arm Collection Vehicle (RACV)	20-04-2023	$ 29,079.15	$ 49,012.48	$ 71,824.06	$ 76,697.54	$ 70,418.49	**$ 24,818.27**	$ 30,205.81	$ 34,524.80	$ 36,836.59	$ 62,087.54
38	126	29M Robotic Arm Collection Vehicle (RACV)	01-09-2023	$ 28,071.83	$ 29,951.52	$ 50,482.85	$ 73,978.78	$ 78,998.46	$ 72,531.04	**$ 25,562.82**	$ 31,111.98	$ 35,560.55	$ 37,941.69
39	127	29M Robotic Arm Collection Vehicle (RACV)	01-09-2023	$ 28,071.83	$ 29,951.52	$ 50,482.85	$ 73,978.78	$ 78,998.46	$ 72,531.04	**$ 25,562.82**	$ 31,111.98	$ 35,560.55	$ 37,941.69
40	128	29M Robotic Arm Collection Vehicle (RACV)	01-09-2023	$ 28,071.83	$ 29,951.52	$ 50,482.85	$ 73,978.78	$ 78,998.46	$ 72,531.04	**$ 25,562.82**	$ 31,111.98	$ 35,560.55	$ 37,941.69
41	129	29M Robotic Arm Collection Vehicle (RACV)	01-09-2023	$ 28,071.83	$ 29,951.52	$ 50,482.85	$ 73,978.78	$ 78,998.46	$ 72,531.04	**$ 25,562.82**	$ 31,111.98	$ 35,560.55	$ 37,941.69
42	130	29M Robotic Arm Collection Vehicle (RACV)	31-03-2024	$ 28,071.83	$ 29,951.52	$ 50,482.85	$ 73,978.78	$ 78,998.46	$ 72,531.04	$ 73,269.67	**$ 26,329.70**	$ 32,045.34	$ 36,627.37
43	131	29M Robotic Arm Collection Vehicle (RACV)	26-03-2024	$ 25,296.89	$ 28,913.98	$ 30,850.06	$ 51,997.34	$ 76,198.14	$ 81,368.42	**$ 25,562.82**	$ 31,111.98	$ 35,560.55	$ 37,941.69
44	132	29M Robotic Arm Collection Vehicle (RACV)	26-03-2024	$ 28,071.83	$ 29,951.52	$ 50,482.85	$ 73,978.78	$ 78,998.46	$ 72,531.04	**$ 25,562.82**	$ 31,111.98	$ 35,560.55	$ 37,941.69
45	133	29M Robotic Arm Collection Vehicle (RACV)	26-03-2024	$ 28,071.83	$ 29,951.52	$ 50,482.85	$ 73,978.78	$ 78,998.46	$ 72,531.04	$ 73,269.67	**$ 26,329.70**	$ 32,045.34	$ 36,627.37
46	134	Hard Waste Rear Loader Vehicle	26-03-2024	$ 25,059.12	$ 25,934.73	$ 26,845.42	$ 27,792.86	$ 28,778.86	$ 29,805.27	$ 36,658.21	$ 37,757.95	**$ 33,266.16**	$ 34,264.14
47	135	29M Robotic Arm Collection Vehicle (RACV)	26-03-2024	$ 25,296.89	$ 28,913.98	$ 30,850.06	$ 51,997.34	$ 76,198.14	$ 81,368.42	$ 74,706.97	**$ 26,329.70**	$ 32,045.34	$ 36,627.37
48	136	29M Robotic Arm Collection Vehicle (RACV)	26-03-2024	$ 25,296.89	$ 28,913.98	$ 30,850.06	$ 51,997.34	$ 76,198.14	$ 81,368.42	$ 74,706.97	**$ 26,329.70**	$ 32,045.34	$ 36,627.37
49	137	Hard Waste Rear Loader Vehicle	26-03-2024	$ 26,260.61	$ 27,221.76	$ 26,585.22	$ 27,514.16	$ 28,480.30	$ 29,485.44	$ 30,531.49	$ 31,620.41	$ 38,890.69	**$ 34,264.14**
50	138	29M Robotic Arm Collection Vehicle (RACV)	15-01-2014	$ 21,408.46	$ 26,055.80	$ 29,781.40	$ 31,775.57	$ 53,557.26	$ 78,484.09	$ 83,809.47	**$ 26,329.70**	$ 32,045.34	$ 36,627.37
51	139	29M Robotic Arm Collection Vehicle (RACV)	06-02-2015	$ 21,408.46	$ 26,055.80	$ 29,781.40	$ 31,775.57	$ 53,557.26	$ 78,484.09	$ 83,809.47	**$ 26,329.70**	$ 32,045.34	$ 36,627.37
52	140	29M Robotic Arm Collection Vehicle (RACV)	06-02-2015	$ 21,408.46	$ 26,055.80	$ 29,781.40	$ 31,775.57	$ 53,557.26	$ 78,484.09	$ 83,809.47	**$ 26,329.70**	$ 32,045.34	$ 36,627.37
53	141	29M Robotic Arm Collection Vehicle (RACV)	15-10-2025	$ 21,408.46	$ 26,055.80	$ 29,781.40	$ 31,775.57	$ 53,557.26	$ 78,484.09	$ 83,809.47	$ 76,948.18	**$ 27,119.59**	$ 33,006.70
54	142	29M Robotic Arm Collection Vehicle (RACV)	10-11-2016	$ 21,408.46	$ 26,055.80	$ 29,781.40	$ 31,775.57	$ 53,557.26	$ 78,484.09	$ 83,809.47	$ 76,948.18	**$ 27,119.59**	$ 33,006.70
55	143	29M Robotic Arm Collection Vehicle (RACV)	15-10-2025	$ 21,408.46	$ 26,055.80	$ 29,781.40	$ 31,775.57	$ 53,557.26	$ 78,484.09	$ 83,809.47	$ 76,948.18	**$ 27,119.59**	$ 33,006.70
56	LT5	Litter Truck Rear Loader Vehicle	03-10-2018	$ 27,862.65	$ 28,925.51	$ 29,793.28	**$ 29,999.65**	$ 30,899.64	$ 31,826.64	$ 33,025.04	$ 34,276.74	$ 35,584.57	$ 45,746.77
57	LT6	Litter Truck Rear Loader Vehicle	15-10-2020	$ 35,061.09	$ 36,636.47	$ 29,559.49	$ 30,687.07	**$ 30,899.64**	$ 31,826.63	$ 32,781.43	$ 34,015.79	$ 35,305.05	$ 36,652.11
58	LT7	Litter Truck Rear Loader Vehicle	26-03-2024	$ 27,453.94	$ 28,487.69	$ 29,567.42	$ 30,695.56	$ 39,461.57	$ 41,234.67	$ 33,269.46	$ 34,538.57	$ 35,574.73	**$ 35,821.15**
59	LT8	Litter Truck Rear Loader Vehicle	26-03-2024	$ 27,453.94	$ 28,487.69	$ 29,567.42	$ 30,695.56	$ 39,461.57	$ 41,234.67	$ 33,269.46	$ 34,538.57	$ 35,574.73	**$ 35,821.15**
				2,323,233	2,446,079	2,585,940	2,633,249	2,823,124	3,000,000	3,121,834	3,093,447	3,203,642	3,410,952

(shaded)	Year of asset replacement

APPENDIX 4

East Waste
Fleet Asset Management Plan & Strategy 2027-2036
Forecasted Registration & Insurance

Asset Description	No of vehicles Year 1	Yr 1 2026/27	Yr 2 2027/28	Yr 3 2028/29	Yr 4 2029/30	Yr 5 2030/31	Yr 6 2031/32	Yr 7 2032/33	Yr 8 2033/34	Yr 9 2034/35	Yr 10 2035/36
29M Robotic Arm Collection Vehicle (RACV)	52	$ 390,208.00	$ 401,914.24	$ 413,971.67	$ 426,390.82	$ 439,182.54	$ 452,358.02	$ 465,928.76	$ 479,906.62	$ 494,303.82	$ 509,132.93
Hard Waste Rear Loader Vehicle	3	$ 21,300.00	$ 21,939.00	$ 22,597.17	$ 23,275.09	$ 23,973.34	$ 24,692.54	$ 25,433.31	$ 26,196.31	$ 26,982.20	$ 27,791.67
Litter Truck Rear Loader Vehicle	4	$ 20,400.00	$ 21,012.00	$ 21,642.36	$ 22,291.63	$ 22,960.38	$ 23,649.19	$ 24,358.67	$ 25,089.43	$ 25,842.11	$ 26,617.37
	59	**$ 431,908.00**	**$ 444,865.24**	**$ 458,211.20**	**$ 471,957.53**	**$ 486,116.26**	**$ 500,699.75**	**$ 515,720.74**	**$ 531,192.36**	**$ 547,128.13**	**$ 563,541.98**

Inflator	**1.030**

APPENDIX 5

East Waste
Fleet Asset Management Plan & Strategy 2027-2036
Forecasted Depreciation

Plant Allocation	Plant No Year 1	Asset Description Year 1	Yr 1 2026/27	Yr 2 2027/28	Yr 3 2028/29	Yr 4 2029/30	Yr 5 2030/31	Yr 6 2031/32	Yr 7 2032/33	Yr 8 2033/34	Yr 9 2034/35	Yr 10 2035/36
1	83	29M Robotic Arm Collection Vehicle (RACV)	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 94,238.71	$ 94,238.71
2	85	29M Robotic Arm Collection Vehicle (RACV)	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 94,238.71	$ 94,238.71
3	89	29M Robotic Arm Collection Vehicle (RACV)	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 97,179.48
4	90	29M Robotic Arm Collection Vehicle (RACV)	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 97,179.48
5	91	29M Robotic Arm Collection Vehicle (RACV)	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 97,179.48
6	92	29M Robotic Arm Collection Vehicle (RACV)	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 71,302.07	$ 97,179.48
7	94	29M Robotic Arm Collection Vehicle (RACV)	$ -	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52
8	95	29M Robotic Arm Collection Vehicle (RACV)	$ -	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52
9	96	29M Robotic Arm Collection Vehicle (RACV)	$ -	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52
10	97	29M Robotic Arm Collection Vehicle (RACV)	$ -	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52
11	98	Hard Waste Rear Loader Vehicle	$ -	$ -	$ 55,732.69	$ 55,732.69	$ 55,732.69	$ 55,732.69	$ 55,732.69	$ 55,732.69	$ 55,732.69	$ 55,732.69
12	99	29M Robotic Arm Collection Vehicle (RACV)	$ -	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52
13	100	29M Robotic Arm Collection Vehicle (RACV)	$ -	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52
14	101	29M Robotic Arm Collection Vehicle (RACV)	$ -	$ -	$ 76,127.30	$ 76,127.30	$ 76,127.30	$ 76,127.30	$ 76,127.30	$ 76,127.30	$ 76,127.30	$ 76,127.30
15	102	29M Robotic Arm Collection Vehicle (RACV)	$ -	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52	$ 73,819.52
16	104	29M Robotic Arm Collection Vehicle (RACV)	$ 46,556.25	$ -	$ 76,127.30	$ 76,127.30	$ 76,127.30	$ 76,127.30	$ 76,127.30	$ 76,127.30	$ 76,127.30	$ 76,127.30
17	105	29M Robotic Arm Collection Vehicle (RACV)	$ 46,556.25	$ -	$ 76,127.30	$ 76,127.30	$ 76,127.30	$ 76,127.30	$ 76,127.30	$ 76,127.30	$ 76,127.30	$ 76,127.30
18	106	29M Robotic Arm Collection Vehicle (RACV)	$ 47,444.25	$ -	$ 76,127.30	$ 76,127.30	$ 76,127.30	$ 76,127.30	$ 76,127.30	$ 76,127.30	$ 76,127.30	$ 76,127.30
19	107	29M Robotic Arm Collection Vehicle (RACV)	$ 46,556.25	$ -	$ 76,127.30	$ 76,127.30	$ 76,127.30	$ 76,127.30	$ 76,127.30	$ 76,127.30	$ 76,127.30	$ 76,127.30
20	108	29M Robotic Arm Collection Vehicle (RACV)	$ 48,887.50	$ 48,887.50	$ -	$ 78,506.62	$ 78,506.62	$ 78,506.62	$ 78,506.62	$ 78,506.62	$ 78,506.62	$ 78,506.62
21	109	29M Robotic Arm Collection Vehicle (RACV)	$ 48,887.50	$ 48,887.50	$ -	$ 78,506.62	$ 78,506.62	$ 78,506.62	$ 78,506.62	$ 78,506.62	$ 78,506.62	$ 78,506.62
22	110	29M Robotic Arm Collection Vehicle (RACV)	$ 48,887.50	$ 48,887.50	$ -	$ 78,506.62	$ 78,506.62	$ 78,506.62	$ 78,506.62	$ 78,506.62	$ 78,506.62	$ 78,506.62
23	111	29M Robotic Arm Collection Vehicle (RACV)	$ 48,887.50	$ 48,887.50	$ -	$ 78,506.62	$ 78,506.62	$ 78,506.62	$ 78,506.62	$ 78,506.62	$ 78,506.62	$ 78,506.62
24	112	29M Robotic Arm Collection Vehicle (RACV)	$ 48,887.50	$ 48,887.50	$ -	$ 78,506.62	$ 78,506.62	$ 78,506.62	$ 78,506.62	$ 78,506.62	$ 78,506.62	$ 78,506.62
25	113	29M Robotic Arm Collection Vehicle (RACV)	$ 49,250.00	$ 49,250.00	$ 49,250.00	$ 78,506.62	$ 78,506.62	$ 78,506.62	$ 78,506.62	$ 78,506.62	$ 78,506.62	$ 78,506.62
26	114	29M Robotic Arm Collection Vehicle (RACV)	$ 50,172.25	$ 50,172.25	$ 50,172.25	$ -	$ 83,333.65	$ 83,333.65	$ 83,333.65	$ 83,333.65	$ 83,333.65	$ 83,333.65
27	115	29M Robotic Arm Collection Vehicle (RACV)	$ 49,255.13	$ 49,255.13	$ 49,255.13	$ -	$ 83,333.65	$ 83,333.65	$ 83,333.65	$ 83,333.65	$ 83,333.65	$ 83,333.65
28	116	29M Robotic Arm Collection Vehicle (RACV)	$ 49,255.13	$ 49,255.13	$ 49,255.13	$ -	$ 83,333.65	$ 83,333.65	$ 83,333.65	$ 83,333.65	$ 83,333.65	$ 83,333.65
29	117	29M Robotic Arm Collection Vehicle (RACV)	$ 49,255.13	$ 49,255.13	$ 49,255.13	$ -	$ 83,333.65	$ 83,333.65	$ 83,333.65	$ 83,333.65	$ 83,333.65	$ 83,333.65
30	118	29M Robotic Arm Collection Vehicle (RACV)	$ 49,621.88	$ 49,621.88	$ 49,621.88	$ -	$ 83,333.65	$ 83,333.65	$ 83,333.65	$ 83,333.65	$ 83,333.65	$ 83,333.65
31	119	29M Robotic Arm Collection Vehicle (RACV)	$ 48,358.25	$ 48,358.25	$ 48,358.25	$ 48,358.25	$ -	$ 85,936.37	$ 85,936.37	$ 85,936.37	$ 85,936.37	$ 85,936.37
32	120	29M Robotic Arm Collection Vehicle (RACV)	$ 48,621.75	$ 48,621.75	$ 48,621.75	$ 48,621.75	$ -	$ 85,936.37	$ 85,936.37	$ 85,936.37	$ 85,936.37	$ 85,936.37
33	121	29M Robotic Arm Collection Vehicle (RACV)	$ 50,711.00	$ 50,711.00	$ 50,711.00	$ 50,711.00	$ -	$ 85,936.37	$ 85,936.37	$ 85,936.37	$ 85,936.37	$ 85,936.37
34	122	29M Robotic Arm Collection Vehicle (RACV)	$ 50,639.63	$ 50,639.63	$ 50,639.63	$ 50,639.63	$ -	$ 85,936.37	$ 85,936.37	$ 85,936.37	$ 85,936.37	$ 85,936.37
35	123	29M Robotic Arm Collection Vehicle (RACV)	$ 48,621.75	$ 48,621.75	$ 48,621.75	$ 48,621.75	$ -	$ 85,936.37	$ 85,936.37	$ 85,936.37	$ 85,936.37	$ 85,936.37
36	124	29M Robotic Arm Collection Vehicle (RACV)	$ 47,918.25	$ 47,918.25	$ 47,918.25	$ 47,918.25	$ -	$ 85,936.37	$ 85,936.37	$ 85,936.37	$ 85,936.37	$ 85,936.37
37	125	29M Robotic Arm Collection Vehicle (RACV)	$ 51,744.38	$ 51,744.38	$ 51,744.38	$ 51,744.38	$ -	$ 85,936.37	$ 85,936.37	$ 85,936.37	$ 85,936.37	$ 85,936.37
38	126	29M Robotic Arm Collection Vehicle (RACV)	$ 51,744.38	$ 51,744.38	$ 51,744.38	$ 51,744.38	$ 51,744.38	$ -	$ 88,619.77	$ 88,619.77	$ 88,619.77	$ 88,619.77
39	127	29M Robotic Arm Collection Vehicle (RACV)	$ 51,744.38	$ 51,744.38	$ 51,744.38	$ 51,744.38	$ 51,744.38	$ -	$ 88,619.77	$ 88,619.77	$ 88,619.77	$ 88,619.77
40	128	29M Robotic Arm Collection Vehicle (RACV)	$ 51,000.88	$ 51,000.88	$ 51,000.88	$ 51,000.88	$ 51,000.88	$ -	$ 88,619.77	$ 88,619.77	$ 88,619.77	$ 88,619.77
41	129	29M Robotic Arm Collection Vehicle (RACV)	$ 51,000.88	$ 51,000.88	$ 51,000.88	$ 51,000.88	$ 51,000.88	$ -	$ 88,619.77	$ 88,619.77	$ 88,619.77	$ 88,619.77
42	130	29M Robotic Arm Collection Vehicle (RACV)	$ 56,134.13	$ 56,134.13	$ 56,134.13	$ 56,134.13	$ 56,134.13	$ -	$ -	$ 91,386.36	$ 91,386.36	$ 91,386.36
43	131	29M Robotic Arm Collection Vehicle (RACV)	$ 56,390.38	$ 56,390.38	$ 56,390.38	$ 56,390.38	$ 56,390.38	$ -	$ 88,619.77	$ 88,619.77	$ 88,619.77	$ 88,619.77
44	132	29M Robotic Arm Collection Vehicle (RACV)	$ 56,390.38	$ 56,390.38	$ 56,390.38	$ 56,390.38	$ 56,390.38	$ -	$ 88,619.77	$ 88,619.77	$ 88,619.77	$ 88,619.77
45	133	29M Robotic Arm Collection Vehicle (RACV)	$ 56,390.38	$ 56,390.38	$ 56,390.38	$ 56,390.38	$ 56,390.38	$ -	$ -	$ 91,386.36	$ 91,386.36	$ 91,386.36
46	134	Hard Waste Rear Loader Vehicle	$ 58,537.25	$ 58,537.25	$ 58,537.25	$ 58,537.25	$ 58,537.25	$ 58,537.25	$ 58,537.25	$ -	$ 69,031.54	$ 69,031.54
47	135	29M Robotic Arm Collection Vehicle (RACV)	$ 58,973.94	$ 58,973.94	$ 58,973.94	$ 58,973.94	$ 58,973.94	$ 58,973.94	$ -	$ 91,386.36	$ 91,386.36	$ 91,386.36
48	136	29M Robotic Arm Collection Vehicle (RACV)	$ 58,973.94	$ 58,973.94	$ 58,973.94	$ 58,973.94	$ 58,973.94	$ 58,973.94	$ -	$ 91,386.36	$ 91,386.36	$ 91,386.36
49	137	Hard Waste Rear Loader Vehicle	$ 61,940.45	$ 61,940.45	$ 61,940.45	$ 61,940.45	$ 61,940.45	$ 61,940.45	$ 61,940.45	$ 61,940.45	$ -	$ 71,190.90
50	138	29M Robotic Arm Collection Vehicle (RACV)	$ 69,120.50	$ 69,120.50	$ 69,120.50	$ 69,120.50	$ 69,120.50	$ 69,120.50	$ 69,120.50	$ 91,386.36	$ 91,386.36	$ 91,386.36
51	139	29M Robotic Arm Collection Vehicle (RACV)	$ 69,120.50	$ 69,120.50	$ 69,120.50	$ 69,120.50	$ 69,120.50	$ 69,120.50	$ 69,120.50	$ 91,386.36	$ 91,386.36	$ 91,386.36
52	140	29M Robotic Arm Collection Vehicle (RACV)	$ 69,120.50	$ 69,120.50	$ 69,120.50	$ 69,120.50	$ 69,120.50	$ 69,120.50	$ 69,120.50	$ 91,386.36	$ 91,386.36	$ 91,386.36
53	141	29M Robotic Arm Collection Vehicle (RACV)	$ 69,120.50	$ 69,120.50	$ 69,120.50	$ 69,120.50	$ 69,120.50	$ 69,120.50	$ 69,120.50	$ -	$ 94,238.71	$ 94,238.71
54	142	29M Robotic Arm Collection Vehicle (RACV)	$ 69,120.50	$ 69,120.50	$ 69,120.50	$ 69,120.50	$ 69,120.50	$ 69,120.50	$ 69,120.50	$ -	$ 94,238.71	$ 94,238.71
55	143	29M Robotic Arm Collection Vehicle (RACV)	$ 69,120.50	$ 69,120.50	$ 69,120.50	$ 69,120.50	$ 69,120.50	$ 69,120.50	$ 69,120.50	$ -	$ 94,238.71	$ 94,238.71
56	LT5	Litter Truck Rear Loader Vehicle	$ -	$ -	$ -	$ 57,479.78	$ 57,479.78	$ 57,479.78	$ 57,479.78	$ 57,479.78	$ 57,479.78	$ 57,479.78
57	LT6	Litter Truck Rear Loader Vehicle	$ 33,686.88	$ 33,686.88	$ 33,686.88	$ 33,686.88	$ 61,024.17	$ 61,024.17	$ 61,024.17	$ 61,024.17	$ 61,024.17	$ 61,024.17
58	LT7	Litter Truck Rear Loader Vehicle	$ 45,347.62	$ 45,347.62	$ 45,347.62	$ 45,347.62	$ 45,347.62	$ 45,347.62	$ 45,347.62	$ 45,347.62	$ -	$ 71,190.90
59	LT8	Litter Truck Rear Loader Vehicle	$ 45,347.62	$ 45,347.62	$ 45,347.62	$ 45,347.62	$ 45,347.62	$ 45,347.62	$ 45,347.62	$ 45,347.62	$ -	$ 71,190.90
	Total Annual Depreciation ($)		**$ 2,711,113.87**	**$ 3,040,737.49**	**$ 3,232,669.17**	**$ 3,464,379.16**	**$ 3,561,769.70**	**$ 3,732,528.51**	**$ 4,146,299.24**	**$ 4,312,743.48**	**$ 4,557,728.73**	**$ 4,874,811.07**

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9.5 Draft East Waste Annual Report 2025/26

Report Author	Principal Consultant – Clearly Strategic
Responsible Officer	Acting Manger Business Services
Attachments	A: Draft East Waste Annual Report 2025/26

Purpose and Context

To present the draft East Waste Annual Report 2025/26 (**Attachment A**) to the Audit & Risk Management Committee for review and consideration, and to seek the Committee's feedback and endorsement for the draft report to proceed to the Board, subject to any amendments arising from the Committee's recommendations.

The Annual Report is a statutory requirement under the *Local Government Act 1999* and provides a transparent account of East Waste's governance, performance and financial outcomes for the year ended 30 June 2026.

Recommendation

That the Audit & Risk Management Committee:

1. ***notes the draft East Waste Annual Report 2025/26*** *(Attachment A Item 9.5, Audit & Risk Management Committee Meeting, 16 September 2026)**.***
2. ***reviews the sections of the draft Annual Report relevant to the Committee's responsibilities, including governance, risk, controls, assurance, audit, confidentiality, public interest disclosures and complaints.***
3. ***provides any comments or recommended amendments to Administration.***
4. ***recommends the draft East Waste Annual Report 2025/26 to the Board for adoption, subject to incorporation of any amendments endorsed by the Committee.***

Strategic Link

Objective 5. Provide Leadership
Strategy 5.4 Quality and transparent Corporate (Governance and Financial) activities.

Background

Schedule 2, clause 28 of the *Local Government Act 1999* (the Act) sets out the requirements for annual reports of regional subsidiaries. Specifically, it requires that:

28(1) *A regional subsidiary must, on or before a day determined by the constituent councils, furnish to the constituent councils a report on the work and operations of the subsidiary for the preceding financial year.*

(2) *Such a report must:*

a) *Incorporate the audited financial statements of the subsidiary for the relevant financial year; and*

b) *Contain any other information or report required by the councils or prescribed by the regulations.*

(3) *The report must then be incorporated into the annual report of each constituent council.*

The regulations do not prescribe specific content requirements for subsidiary annual reports, nor have East Waste's Constituent Councils set mandatory requirements. Accordingly, East Waste Administration has followed the requirements of section 131 of the Act, which prescribes content for council annual reports, in order to promote transparency and accountability in East Waste's operations.

The Annual Report has been prepared to present East Waste's operations, performance and governance during the 2025/26 financial year. The draft report is structured around five strategic pillars:

- Essential Service Delivered
- People, Culture and Capability
- Resource Recovery and Sustainability
- Local Value and Accountability
- Future Readiness.

It also includes sections addressing financial performance, governance, audit and compliance matters, and other statutory and accountability information expected of East Waste's annual reporting.

The working draft has now reached a stage where it is appropriate for review by the Audit & Risk Management Committee before being finalised for presentation to the East Waste Board.

Discussion

The draft Annual Report includes material addressing East Waste's operational performance, organisational capability, sustainability initiatives, governance framework, financial performance and future priorities.

The Audit & Risk Management Committee is asked to consider the draft Annual Report having regard to its role in providing oversight and advice to the Board on financial reporting, risk management, internal controls, governance practices and related assurance matters.

In particular, the Committee is invited to review the content relevant to its remit, including:

- the Audit & Risk Management Committee overview and Chair's message.
- the section addressing Risk, Controls and Assurance.
- references to the internal audit program.
- references to external audit and financial oversight.
- the reported use of confidentiality provisions by the Committee.
- content relating to Freedom of Information and Public Interest Disclosures.
- other compliance and accountability disclosures.

The draft report also records the work undertaken during the year to strengthen governance arrangements, progress internal audit activity, improve internal controls and continue development of East Waste's policy and assurance frameworks.

The Committee's consideration is sought to ensure that the Annual Report fairly and accurately reflects East Waste's governance and assurance environment, and that matters within the Committee's remit are appropriately disclosed.

While the draft is substantially progressed, some sections may still require refinement, completion of final data, consistency review, and editorial adjustment prior to presentation to the East Waste Board.

Conclusion

The draft East Waste Annual Report 2025/26 is presented to the Audit & Risk Management Committee for review and comment prior to its finalisation and submission to the East Waste Board.

The Committee's feedback will assist Administration in ensuring that the document appropriately reflects East Waste's governance, risk and assurance activities and is suitable for recommendation to the Board.

EastWaste

2025/26 Annual Report

Essential Service. Local Value.

Managing waste locally. Recovering value for the communities we serve.

Insert Contents Page

Overview

Message from the Chair of the East Waste Board of Management

This reporting period has been one of transition, renewal, and purposeful progress for East Waste. As Board Chair, I was pleased to see the organisation strengthen its leadership, deepen its engagement with our Constituent Councils, and continue to evolve its service, governance, and operational capability in response to a changing environment.

A major focus during the year was the transition in executive leadership. I want to acknowledge Mr David Maywald for his commitment as Acting General Manager. David managed the organisation and the transition with a minimum of fuss. His steady stewardship ensured continuity and confidence at a time of change.

In July 2025, the Board was delighted to appoint Mr Leonard Leyland as General Manager. Leonard has performed strongly in the role, bringing energy, professionalism, and a clear sense of purpose to the organisation. His early impact has been evident in the momentum across a number of strategic and operational areas, and the Board has been pleased with the way he has approached the role. I also acknowledge Miss Kelly Vandermoer, Manager Human Resources and Financial Services and Mr Brian Krombholz, Manager Operational Services, for their support of Leonard in his first year and for helping to ensure a successful transition and handover.

Throughout the year, we have made a deliberate effort to re-engage directly with our Constituent Councils. These interactions have been important in strengthening relationships, improving mutual understanding, and ensuring East Waste remains closely aligned with the priorities and expectations of each Constituent Council. This broader engagement has also extended to more focused discussions regarding finance, procurement, and risk management, all of which are essential to building confidence in our shared direction and decision-making.

A key achievement during the period has been the work undertaken to finalise Service Level Agreements. This process has recognised the breadth of services East Waste can deliver to its Constituent Councils and the differing requirements across those councils. In parallel, we have also re-examined our financial models to better reflect the range of service offerings taken up by Constituent Councils and to support a fair and sustainable approach into the future.

East Waste has also continued to strengthen its internal capability through the internalisation of education and finance functions. This work is helping to build greater organisational resilience, clearer accountability, and stronger alignment between strategy and delivery. I thank Megan Bekesi, Coordinator Education and Promotions, and Aneesh Veloor, Finance Business Partner, for their contribution to this important work.

Good governance remains central to the success of East Waste. It underpins sound decision-making, transparency, accountability, and the confidence our Constituent Councils place in the organisation. In this regard, I particularly acknowledge Vanessa Davidson for her contribution to strengthening governance within East Waste. Her work has supported the development of robust internal practices and governance discipline, which will continue to serve the organisation well as it grows and adapts to new challenges.

The Board and management have also continued to lift the level of commitment to safety in all that we do. Safety must remain embedded in our culture, our planning, and our day-to-day operations, and it is encouraging to see that commitment being reinforced across the organisation.

East Waste has continued to demonstrate leadership in Food Organics Garden Organics (FOGO) trials across numerous councils. This work reflects our commitment to practical innovation, sector leadership, and improved environmental outcomes for the communities we serve.

Looking ahead, East Waste is exploring technology opportunities, including artificial intelligence, to better understand how emerging tools may enhance service delivery, analysis, communication, and organisational efficiency. At the same time, we are preparing for the growing issues associated with batteries in waste loads, which present increasing safety and operational risks across the sector and will require careful planning and response.

I also wish to formally farewell Paul Di Iulio and acknowledge his exceptional service to East Waste as a Board Director, Deputy Chair, and member of the Audit & Risk Management Committee. On behalf of the Board, I thank Paul for his longstanding commitment, wise counsel, and valued service, and extend to him our sincere appreciation and very best wishes for the future.

On behalf of the Board, I also wish to acknowledge Emma Hinchey for her strong leadership as Chair of the Audit & Risk Management Committee, and Sam Dilena for his service as Presiding Member of the General Manager Performance Review Committee. Their leadership, oversight, and commitment in these important governance roles have made a valuable contribution to the strength of East Waste's governance framework and the effective oversight of key organisational matters.

East Waste is well placed to continue delivering value to its Constituent Councils while adapting to changing expectations, emerging risks, and new opportunities. I thank my fellow Board members, management, staff, and our Constituent Councils for their ongoing support and commitment to East Waste and its future.

Fraser Bell
Chair

Message from the General Manager of East Waste

It is a privilege to present the General Manager's message for East Waste's Annual Report. As my first year as General Manager, 2025/26 has been a foundational year - not only in addressing immediate priorities, but in establishing the platform for East Waste's ongoing success through our five strategic pillars: Essential Service Delivered; People, Culture and Capability; Resource Recovery and Sustainability; Local Value and Accountability; and Future Readiness.

From the outset, I recognised clear opportunities to strengthen safety, employee engagement and stakeholder relationships, while continuing to deliver the high-quality services our Constituent Councils and communities expect. Over the year, East Waste has fostered a more open, data-driven and collaborative culture, with clearer accountability and greater shared ownership of outcomes across the organisation. This progress reflects our commitment not only to delivering essential services, but also to building the people, capability and organisational discipline needed to support long-term success. I am particularly grateful to our drivers, customer service officers and the broader East Waste team who continue to represent the organisation every day in our communities. Their commitment, professionalism and willingness to embrace change have been critical to the progress achieved this year.

Importantly, there is now greater confidence across the team to raise issues and new ideas early. This has strengthened the connection between the depot, the office and our Constituent Councils, and has supported more practical, responsive and informed decision-making. I am particularly pleased by the continued recognition of service and the commitment shown by our people during a period of organisational change. Their dedication has been central both to maintaining reliable service delivery and to building the culture and capability that will underpin East Waste's future.

Service delivery remained a central focus throughout the year. The implementation of Service Level Agreements with Constituent Councils has provided greater clarity around expectations, responsibilities and performance, reinforcing East Waste's commitment to safe, reliable, cost-effective and sustainable waste management services. Maintaining strong and effective working relationships with CEOs, senior management and client representatives has been critical to this progress. Together, these efforts reflect our commitment to delivering essential services while also strengthening accountability and local value.

The year also saw meaningful progress in strengthening governance, assurance and internal controls. Positive internal and external audit outcomes reflected the work undertaken across the organisation, while areas requiring further attention, including business continuity planning, had already been identified and incorporated into the leadership agenda. A number of governance matters were proactively identified and addressed during the year, including Audit & Risk Management Committee appointments, improvements to the register of returns process, and the timely investigation and resolution of emerging governance issues. This work has strengthened confidence in East Waste's governance framework and better positioned the organisation for the future.

Safety has remained a key priority. East Waste has continued to embed its safety and WHS improvement plan, with a focus on practical actions, improved reporting, clearer accountabilities and a stronger safety culture. This work will continue, as safety must remain central to how we plan, communicate and operate every day. A safe, capable and supported workforce is fundamental not only to our current performance, but also to our longer-term sustainability and readiness.

East Waste's profile across the local government and waste sectors also continued to grow. During the year, our work was featured in the LGA Procurement newsletter, and East Waste also appeared in the Winter 2026 edition of *Local Impact* magazine through the "Ask the Expert" segment with John Kelly, highlighting our collaborative work and planning for 2026. These opportunities reflect the growing recognition of East Waste's capability and contribution across the sector, including our commitment to sustainability, collaboration and continuous improvement.

Looking ahead, our priorities are clear. We will continue embedding the safety and WHS improvement plan, further strengthen stakeholder and Constituent Council relationships, pursue efficiency opportunities, invest in developing our team and building organisational depth and succession, and position East Waste as a sector leader heading into 2026/27. The ongoing success of East Waste will be grounded in the five pillars that now guide our direction - Essential Service Delivered; People, Culture and Capability; Resource Recovery and Sustainability; Local Value and Accountability; and Future Readiness. Together, these pillars provide a strong framework for delivering value today while building the resilience, capability and leadership needed for the future. I thank the Board, our Constituent Councils, stakeholders and the East Waste team for their support, professionalism and commitment throughout the year.

Leonard Leyland
General Manager

PILLAR 1 – Essential Service Delivered

Delivering an Essential Service

Who We Are

Eastern Waste Management Authority (East Waste) is a regional subsidiary formed under section 43 of the *Local Government Act 1999*. We proudly provide waste collection services to the following Constituent Councils:

- Adelaide Hills Council
- City of Burnside
- Campbelltown City Council
- City of Mitcham
- City of Norwood, Payneham & St Peters
- City of Prospect
- City of Unley; and
- The Corporation of the Town of Walkerville.

East Waste is dedicated to delivering innovative and sustainable waste management solutions, tailored to meet the needs of our Constituent Councils and their communities.

Our Purpose

East Waste exists to serve its Constituent Councils and their communities by providing safe, reliable, and sustainable waste and resource management services. Established under the East Waste Charter, our role is to deliver value through efficiency, innovation, and environmental responsibility.

In accordance with the Charter, East Waste is responsible for:

- Collection services – predominantly operating or obtaining waste, recycling, and organics collection services on behalf of our Constituent Councils and other approved councils.
- Comprehensive waste management – providing services both within and (where permitted) beyond our Constituent Councils areas, including recycling of organic and inorganic materials, responsible waste disposal, and education programs to support lasting community behaviour change.
- Resource recovery and environmental stewardship – managing kerbside collections, materials recovery, and associated services in a way that is environmentally responsible, effective, efficient, economical, and competitive.

Through these functions, East Waste supports its Constituent Councils to achieve their sustainability goals while contributing to a cleaner, healthier future for the region.

Our Vision

To be the leading waste logistics company in Australia through the delivery of innovative collections and resource management services to our Constituent Councils and their communities.

Our Mission

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

Our Values

East Waste is committed to innovation, environmental responsibility, and collaboration. We continuously seek improvements in our services and technologies to enhance sustainability and maximise resource recovery. Through continuous improvement and a focus on transparency and integrity, we strive to deliver exceptional value to our communities and ensure responsible waste management practices.

Our Board

The East Waste Board provides strategic leadership, governance oversight and direction to ensure East Waste continues to deliver safe, reliable, sustainable and cost-effective services for its Constituent Councils and their communities. Comprising an Independent Chair and representatives appointed by each Constituent Council, the Board brings together local government experience and sector knowledge to guide decision-making, strengthen accountability and support the long-term objectives of the organisation.

Fraser Bell	Independent Chair
Mayor Melissa Jones	Deputy Chair (resigned December 2025) Corporation of the Town of Walkerville
Cr Grant Piggott	(Appointed as Deputy Chair February 2026) City of Norwood, Payneham & St Peters
Deputy Mayor Lucy Huxter	Adelaide Hills Council
Cr Ted Jennings	City of Burnside
Mr Paul Di Iulio	(Resigned November 2025) Campbelltown City Council
Mr Andrian Wiguna	(Appointed December 2025) Campbelltown City Council
Cr Pia George	City of Mitcham
Mr Sam Dilena	City of Prospect
Mr Aaron Wood	(Appointed 28 August 2025) City of Unley
Cr Jay Allanson	(Appointed 19 December 2025) Corporation of the Town of Walkerville

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Pillar 1 - Essential Service Delivered

Year in Review

Highlights and Achievements

The 2025/26 financial year has been one of change, improvement, and operational excellence for East Waste. Key highlights and achievements include:

- Strengthened operational capacity across East Waste's fleet and driver workforce, enhancing the safety, reliability, and cost-effectiveness of service delivery.
- Commenced Year One of East Waste's Internal Audit Program, completing two key audits across Payroll and Business Continuity activities to strengthen governance and assurance practices.
- Undertook an independent review of East Waste's cost model framework to confirm its ongoing fitness for purpose and inform the review of key financial policies.
- Implemented Service Level Agreements with Constituent Councils, improving clarity, consistency, and accountability in service delivery expectations.
- Introduced an Annual Workforce review, including a review of East Waste's organisational structure and the establishment of key positions to support future operational requirements.
- Partnered with LG Procurement to secure several high-value contracts and progress strategic procurement planning for 2026/27.
- Advanced innovation initiatives by exploring alternative hard waste collection service models and partnering with the City of Mitcham to trial artificial intelligence technology within collection vehicles to identify contamination at the source.
- Continued to support Constituent Council Food Organics and Garden Organics (FOGO) trial rollouts and service expansions, contributing to increased resource recovery, community engagement, and reduced landfill disposal.
- Achieved an average landfill diversion rate of 58% across Constituent Councils, demonstrating a strong commitment to resource recovery and environmental sustainability.
- Strengthened East Waste's integrity framework through the adoption of the Board of Management Code of Conduct, Fraud and Corruption Prevention Policy, and Public Interest Disclosure Procedure.
- Maintained strong governance and strategic leadership through the Board of Management and Executive Leadership Team during a period of significant organisational change and transformation.

Key Statistics

	2025/26
Total Tonnages Collected from Kerbside Bins	130,225
Annual Bin Collections	10,434,602
Hard Waste Collections Completed	26,665
Hard Waste Tonnes Converted to Alternative Fuel	2,803
% of Material Diverted from Landfill	58%
Collection Vehicles	59
Enquiries Received and Resolved	59,600 (Telephone Calls) 73,355 (0nline- Email queries)
Mattresses Collected and Recycled	12,922
Additional Bin Permits Approved	11,904

KERBSIDE TONNAGES COLLECTED

Constituent Council	Recyclables	Organics	Landfill	Hard Waste	Mattresses Recycled
Adelaide Hills Council	3,391	5,754	7,436	84	407
City of Burnside	3,624	8,030	6,785	405	1,904
Campbelltown City Council	3,949	8,213	10,421	559	3,032
City of Mitcham *	5,132	12,143	0	721	3,238
City of Norwood Payneham & St Peters	3,183	5,519	7,426	432	2,079
City of Prospect	1,517	3,609	3,484	253	601
City of Unley	3,132	6,261	6,471	292	1,510
Town of Walkerville	615	1,202	1,339	57	151

**City of Mitcham undertakes the collection of landfill for its residents.*

Challenges and Opportunities

During 2025/26, East Waste continued to deliver essential services while responding to pressures largely outside its direct control. Volatility in fuel prices, and the need to monitor possible supply constraints, highlighted the exposure of a fleet-based service, although East Waste had no information at the time indicating an actual interruption to its fuel supply. The continued expansion of weekly FOGO services also required careful coordination of fleet, workforce and operational capacity, while lithium-ion batteries and battery-containing items incorrectly placed in kerbside bins created significant safety, service-continuity and efficiency risks. These pressures reinforced the importance of prudent planning, operational resilience and clear communication with Constituent Councils.

These challenges also created opportunities to strengthen how East Waste works with its Constituent Councils. The progressive implementation of Service Level Agreements and council-specific guidance established a clearer foundation for agreed service standards, accountabilities, cost attribution and consistent customer service, while improved digital reporting supports greater visibility of performance and emerging issues. Combining these tools with disciplined assessment of FOGO resource requirements and cost impacts will support informed decisions, responsible service changes and solutions tailored to the needs of each Constituent Council. In this way, East Waste can protect service reliability while turning change into practical improvement, delivering an **Essential Service** and creating **Local Value** for the communities we serve.

Delivering on our Plans

Annual Business Plan Outcomes and Strategic Alignment

East Waste's Annual Business Plan is developed in alignment with the objectives and priorities of the East Waste Strategic Plan and is informed by the assumptions and planning principles contained within the Long-Term Financial Plan and Fleet Asset Management Plan and Strategy. This integrated planning approach ensures that annual activities, projects and investment decisions are strategically aligned, financially sustainable, and support the long-term operational needs of the organisation. During 2025/26, East Waste successfully delivered all key initiatives identified within the Annual Business Plan, achieving nearly all targets and continuing to advance the organisation's strategic objectives.

Throughout the year, East Waste strengthened its commitment to Constituent Councils by continuing to provide a comprehensive suite of waste management and resource recovery services, while also investigating opportunities to expand service delivery beyond its existing membership. As part of this commitment, East Waste submitted a response to the Adelaide City Council Expression of Interest for waste collection services, demonstrating its capability and willingness to pursue opportunities that may provide future value for Constituent Councils.

A significant customer service improvement was achieved through the implementation of a Complaints Management Ticketing System. The system was successfully introduced with minimal disruption and has enhanced issue tracking, accountability and resolution timeframes. East Waste will continue to refine and further develop the system throughout 2026/27 to support ongoing service improvements and stakeholder satisfaction.

East Waste continued to support Constituent Councils through the expansion and rollout of weekly FOGO collection services, contributing to increased resource recovery and reduced landfill disposal. Pleasingly, target diversion rates of 75% were seen initially though the rollout phase of three (3) key Constituent Council FOGO trials in 2025/26. Data now demonstrates that across all current East Waste facilitated FOGO trials, diversion rates sit at an average of 70%. Food waste diversion rates are unclear given that no FOGO audits were conducted in 2025/26, with performance expected to be better understood when those activities commence in 2026/27.

These initiatives were complemented by the successful delivery of the *Why Waste It?* education and behaviour change program in partnership with KESAB, which continued to promote improved waste separation practices and community awareness across the region. Education related to correct FOGO disposal remains a key focus for education programs. While weekly FOGO collections provide a much more convenient service for the correct disposal of food waste, changing ingrained behaviours requires consistent, ongoing reinforcement to achieve desired diversion results.

Strategic procurement remained a key focus during the year. Through its partnership with LG Procurement, East Waste strengthened internal procurement processes and successfully secured a number of high-value contracts, including Green Organics Processing, Supply of Compostable Bags, and Recycling Processing.

Operational capability was further enhanced through the acquisition of six (6) new waste collection vehicles in accordance with East Waste’s Fleet Asset Management Plan & Strategy. This investment ensures the ongoing reliability, efficiency and resilience of East Waste's collection fleet and service delivery operations.

Work, Health and Safety remained a priority across the organisation. During the year, East Waste continued to strengthen its safety management framework through the recruitment of a dedicated Risk & WHS Business Partner and the implementation of internal Power BI reporting dashboards. These reporting tools provide enhanced visibility of safety performance and trends, supporting informed decision-making and regular Executive review of WHS statistics and outcomes. East Waste also commenced the transition to the LG Safe WHS Management System, a contemporary local government safety framework that provides a structured and consistent approach to managing health and safety risks. The transition has included the review and development of key WHS policies, procedures and governance processes, helping to further align East Waste with industry best practice, strengthen compliance, and support continuous improvement across the organisation.

The successful delivery of these initiatives reflects East Waste's ongoing commitment to service excellence, operational efficiency, environmental sustainability and continuous improvement, while supporting the strategic direction in line with East Waste’s Strategic Plan.

Activity	Overview	Strategic Plan Link	KPI/Target	Status
Continue & expand core services	East Waste optimisation will come from providing a full suite of services to Constituent Councils. Where this doesn’t occur, East Waste will work with Constituent Councils with an aim to provide a full suite of services to all Constituent Councils.	1.1	Vision Target	✓
Investigate opportunities outside of existing Constituent Councils.	When potential opportunities arise, East Waste will investigate service provision to non-Constituent Councils and subsidiaries where the benefit and/or the fostering of partnerships can drive value to Constituent Councils.	1.1	Vision Target	✓

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 optimise workflows, reduce resolution time, and enhance overall customer satisfaction.	1.5	Vision Target	✓
Advance trials and rollout of weekly organics collection	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 Constituent Councils to increase the trials/rollouts.	2.1	At least 75% of kerbside material separately collected and recycled 100% of food waste separately collected and recycled.	✓
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	✓
Develop and procure high value processing contracts.	East Waste on behalf of engaged Constituent 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.	4.4	Vision Target	✓
Fleet replacement	In line with the Long-Term Financial Plan, undertake the replacement of six (6) collection vehicles.	5.4	Vision Target	✓
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	Implement best practice safety standards	✓

Pillar 2 – People, Culture and Capability

Our Leadership

A Word from Our Leadership:

People, culture and capability are fundamental to East Waste's ongoing success. Our staff play a vital role in delivering essential services to our Constituent Councils and their communities, and in shaping a workplace culture that supports safety, accountability, collaboration and continuous improvement. We are committed to creating an environment in which our people feel supported, valued and empowered to develop their skills and make a meaningful contribution.

The experience, expertise and dedication of our team are key strengths for East Waste. As we continue to strengthen organisational capability, we are also building the culture and leadership depth needed to meet future challenges, respond to changing community expectations and support long-term service excellence.

Many of our staff have been with East Waste for several years, bringing deep industry knowledge, operational expertise and a strong commitment to excellence in waste management.

These strengths will remain central to East Waste's continued success as we build capability, resilience and service excellence into the future.

Leadership Renewal and Workforce Continuity

The appointment of General Manager Leonard Leyland in July 2025 marked an important milestone for East Waste, providing stable leadership and renewed executive capacity throughout the 2025/26 financial year. Under his leadership, East Waste maintained strong oversight of strategic, operational and financial priorities, delivering on key organisational objectives and strengthening business continuity following an extended period of executive vacancies and recruitment activity.

In the latter part of the year, temporary leadership and organisational arrangements were implemented, including the appointment of a Finance Business Partner, to support the Manager Business Services' period of Long Service Leave. Temporary adjustments to reporting structures supported the revised organisational arrangements and provided valuable insights to inform future workforce planning and organisational development initiatives.

Annual Workforce Review

An inaugural workforce review was undertaken in early 2026, resulting in the realignment of key work functions and the creation of two critical operational roles: Risk and WHS Business Partner, and Dispatch and Service Delivery Lead. These positions have strengthened organisational capability, enhanced operational oversight, and contributed to East Waste's ongoing pursuit of operational excellence.

Behind the Essential Service

Professional Development

East Waste is committed to fostering continuous growth for our team. We provide ongoing training, leadership programs, and opportunities for skill development to ensure our staff remain at the forefront of the waste management industry. We currently have multiple staff undertaking further education to enhance their development.

During 2025/26, East Waste continued to strengthen its approach to employee training, competency, and professional development. A new Training and Competencies Procedure was introduced, supported by an organisational Training Needs Analysis to identify role-specific training and competency requirements. Training and corrective actions were monitored through Skytrust to support completion and ongoing compliance.

Training undertaken or scheduled during the period included:

- Mental Health First Aid
- Driver Fatigue Management
- Chain of Responsibility
- Due Diligence
- Manual Handling
- Overhead Powerline Awareness
- Taxation & Payroll
- Enterprise Agreements & Industrial Relations
- Introduction to Local Government
- Work, Health and Safety training, including Certificate IV in WHS for Health and Safety Representatives.
- Training was also delivered in support of new and revised Policies and Procedures.

Our Integrity and Accountability

Work, Health and Safety

At East Waste, safety is a core value and an integral part of our workplace culture. East Waste remains committed to providing a healthy and safe working environment that minimises the risk of injury and illness arising from work activities.

During 2025/26, East Waste recorded **one Lost Time Injury (LTI)**, which resulted in **148 lost workdays**. While this was consistent with the previous year in terms of the number of LTIs, East Waste's **LTI Frequency Rate of 6.6** remained above the LGRS group average of **5.6**, highlighting the ongoing importance of injury prevention, early intervention and continuous improvement initiatives.

Annual Lost Time Injuries

(Lost Time Injuries represent one complete shift or more of lost time)

Year	LTIs
2023/24	0
2024/25	1
2025/26	1

Injury Management

East Waste received **four workers' compensation claims during 2025/26**, consistent with the previous year. The organisation continued to focus on proactive injury management, early return-to-work planning and supporting injured workers throughout their recovery.

Through targeted safety initiatives, leadership engagement, worker consultation and ongoing risk management activities, East Waste remains committed to reducing workplace injuries and improving health and safety outcomes for all employees.

Year	LTI Frequency Rate
2023	16.4
2024	0.0
2025	6.8
2026	6.6

East Waste LTI Frequency Rate remains comparable to the Local Government sector average of 5.6 in 2026.

Employee Benefits and Public Accountability

East Waste is committed to maintaining a disciplined and transparent approach to employee benefits and public accountability. Employee remuneration and benefits are administered in accordance with relevant legislative requirements, industrial arrangements and approved employment policies, supporting a high-performing workforce and reinforcing East Waste's position as a responsible employer. East Waste also upholds strong standards of public accountability through robust governance, transparent reporting and effective oversight, ensuring that its operations and decision-making processes remain aligned with the expectations of its Constituent Councils. Collectively, these practices support organisational integrity, workforce sustainability and the prudent stewardship of public resources.

Salary Register

East Waste acknowledges that employees and benefits are paid for using public money. A key part of East Waste's transparency and accountability framework is to disclose the benefits and expenses paid to or received by employees as part of their salary or remuneration arrangements or reimbursement for expenses or other employee benefits paid for by East Waste.

Position Title	Classification		Base Salary Scale	Number of Employees	Benefits and Allowances
	Award	Level			
General Manager	Contract	Executive	$200,000	1	Private Use Vehicle, Mobile Phone allowance, LGA Executive Health Assessment
Managers	Contract / MOA	Executive	$148,000 – $163,000	3	Private Use Vehicle, Motor Vehicle Allowance, Mobile Phone allowance, additional Annual Leave
Business Partners	MOA	GO 8	$125,000	2	Mobile Phone Allowance, Commuter Use Vehicle
Coordinators	MOA	GO 7	$118,000 – $122,000	3	Commuter Use Vehicle, Motor Vehicle Allowance, Mobile Phone Allowance, First Aid Allowance
Team Leaders and Leads	MOA	GO 6	$93,000 – $108,000	2	First aid Allowance, Mobile Phone Allowance
Officers	MOA	GO 4-6	$80,000 – $93,000	6	Flexible working arrangements, Overtime
Mechanics	LGE	ME 2	$100,000 - $110,000	2	First Aid Allowance, shift loading, Overtime
Field Staff (drivers, runners, yard hands)	EBA	N/A	As per EBA Classification	59	Meal allowance, First Aid Allowance, Mobile Phone Allowance, Rostered Days Off, Overtime

Transparency and openness in declaring gifts and benefits

East Waste is committed to transparent and accountable decision-making. In line with the principles of openness and integrity reflected *Local Government Act 1999*. East Waste maintains clear expectations for the declaration of gifts, benefits and hospitality. Board members and employees are required to disclose any gifts or benefits that may give rise to an actual, perceived or potential conflict of interest, with declarations managed in accordance with East Waste's governance policies and registers. This approach supports public confidence by promoting ethical conduct, transparency in decision-making, and appropriate scrutiny of interactions with external parties.

The following gifts and benefits were received by East Waste during the year 2025/26 in review:

Date	To	From	Item	Action	Value	Comments
9/12/25	David Maywald	ReGroup	700ml Regroup branded gin	Accepted	$50	Shared with staff
30/01/26	Leonard Leyland	Peats Soil & Garden Supplies	Lunch at the Bridge Hotel, Langhorne Creek	Accepted	$60	Working lunch associated with tour of facilities
30/01/26	Kelly Vandermoer	Peats Soil & Garden Supplies	Lunch at the Bridge Hotel, Langhorne Creek	Accepted	$60	Working lunch associated with tour of facilities
26/03/26	Leonard Leyland	Adrian Brien Automotive	Invitation to business birthday party	Declined		
26/03/26	Kelly Vandermoer	Adrian Brien Automotive	Invitation to business birthday party	Declined		
29/06/26	Leonard Leyland	Perks People Solutions	Yeti coffee mug, chocolate and pen	Accepted	$45	Token of appreciation
29/06/26	Kelly Vandermoer	Perks People Solutions	Yeti coffee mug, chocolate and pen	Accepted	$45	Token of appreciation
29/06/26	Vanessa Davidson	Perks People Solutions	Yeti coffee mug, chocolate and pen	Accepted	$45	Token of appreciation

Pillar 3 - Resources Recovery and Sustainability

Environmental and Social Responsibility

2025-26 Education Highlights

Metric	Community education stalls	Residents engaged face-to-face	My Local Services app users	Website users	Students engaged in KESAB school programs	Students engaged in FEAST food waste education	Diversion rate across East Waste councils	Households with weekly FOGO services	Diversion rate in weekly FOGO trials
Value	27	7,500+	45,371	130,000+	2,208	901	58%	16,900+	Up to 70%

East Waste continues to support its Constituent Councils in achieving some of the highest waste diversion rates in South Australia, with an average kerbside diversion rate of 58%, reaching as high as 63% in some Council areas. This compares with the Metropolitan Adelaide average of 52%, demonstrating the value of East Waste's integrated approach to education, service innovation and community engagement.

Education Supporting Diversion and Resource Recovery

East Waste places community education and behaviour change at the heart of its operations, recognising that informed and engaged residents are essential to achieving sustainable waste and resource recovery outcomes. Throughout 2025/26, East Waste delivered a comprehensive education and engagement program across Constituent Council areas through community events, information sessions, school education programs, digital communications, community tours and targeted behaviour change campaigns. The program continues to utilise and support the expansion of the State Government's statewide *Which Bin?* campaign resources, messaging and visual identity, ensuring educational materials remain consistent, easily recognisable and supported by trusted, evidence-based information across all East Waste and Constituent Council education and behaviour change activities**.** These initiatives provided residents with practical information and encouraged positive waste and recycling behaviours that support increased resource recovery and reduced reliance on landfill.

Community Engagement and Behaviour Change

Community engagement remained a key focus throughout the year, with **27 education stalls** delivered at community events, attracting more than **7,500 direct interactions** with residents. Interactive activities, including the popular mini-bin sorting game played more than **2,000 times**, provided practical and engaging opportunities for residents to learn about correct waste sorting and recycling practices. Educational signage and bin monitoring at community events contributed to diversion rates of up to **89%**, while maintaining very low contamination levels. East Waste also delivered **10 community information sessions** and

workshops, including a dedicated waste and recycling session for Campbelltown's Chinese community supported by Mandarin translation and translated educational resources.

East Waste supported Green Industries SA in the development and promotion of the ***Let's Get Batteries Out of Bins*** campaign. Promoted widely through flyers, banners, digital channels and East Waste collection vehicle livery, the campaign encourages residents to safely dispose of batteries and e-waste through dedicated drop-off and recycling facilities. As battery-related fires continue to occur within collection vehicles and waste processing facilities, the campaign plays an important role in raising awareness and helping protect staff, infrastructure, the community and the environment. East Waste further supported the initiative through participation in a ministerial event in December 2025, helping to promote this important safety message across South Australia.

Participation in major campaigns including *Plastic Free July*, *National Recycling Week* and *International Compost Awareness Week* further extended educational messaging throughout the community with education displays reinforcing waste avoidance, recycling and composting behaviours.

Digital Engagement and Community Reach

East Waste continues to expand its digital education and communication channels to ensure residents can easily access reliable waste and recycling information. During the year, the East Waste website attracted more than **130,000 users**, while **45,371** residents received waste and recycling tips alongside collection reminders through the My Local Services app. Social media channels generated more than **201,000 views** and over **10,300 engagements**, extending the reach of key educational messages and community awareness campaigns. Communication activities were further supported through newsletters, the *Which Bin? Wednesdays* radio segment and website resources.

Schools and Youth Education

East Waste's partnership with KESAB environmental solutions continued to deliver strong outcomes through the East Waste school education program, which engages students, staff, families and the wider school community throughout the year, now in its third year. The program engaged eight schools and more than **2,200 students** through waste audits, assemblies, workshops, student forums and student-led action projects. Family engagement activities, sustainability competitions and showcase events extended learning beyond the classroom and encouraged broader community participation.

In addition, the FEAST (Food Education and Sustainability Training) program, delivered by KESAB and OzHarvest, engaged **901 students** across **10 schools**, promoting food waste reduction, sustainable food choices and practical cooking skills using rescued food. Together, these programs are helping build lifelong waste reduction and recycling behaviours while empowering young people to become environmental leaders within their communities.

Supporting Weekly FOGO Services

Education also played a critical role in supporting the successful implementation and ongoing delivery of weekly Food Organics and Garden Organics (FOGO) services, which are now operating across five Constituent Councils. Through targeted communications, resident engagement and practical education, East Waste has helped communities adapt to service changes, maintain high participation rates, improve resource recovery outcomes and achieve average diversion rates of 70% in weekly FOGO service areas, significantly exceeding metropolitan averages. More than 16,900 households now participate in weekly FOGO services across East Waste Constituent Councils.

Delivering Environmental and Community Benefits

By combining innovative service delivery with ongoing education and behaviour change initiatives, East Waste continues to divert valuable resources from landfill, support the circular economy and deliver environmental and economic benefits for Constituent Councils and their communities. These efforts contribute to avoided landfill costs, improved resource recovery and continued progress towards South Australia's waste diversion and sustainability objectives.

Pillar 4 - Local Value and Accountability

Value delivered to Constituent Councils

Throughout 2025/26, East Waste delivered tangible value to its Constituent Councils by providing reliable, cost-effective and locally responsive waste and resource recovery services, supported by the implementation of Service Level Agreements, improved governance and disciplined financial management. East Waste's continued investment in fleet capability, customer service systems, procurement, safety, education and FOGO initiatives has helped Councils maintain essential services, improve resource recovery outcomes and respond to emerging community and operational needs. This integrated approach ensures Constituent Councils benefit from shared expertise, economies of scale, transparent accountability and practical innovation, while continuing to deliver environmental, financial and community value across the region.

Procurement Contracts and Local Spend

During 2025/26, East Waste continued to apply competitive procurement practices to ensure services were delivered cost-effectively and in the interests of its Constituent Councils. Through its partnership with LG Procurement, East Waste undertook structured market processes and secured three major contract arrangements for Green Organics Processing, Recycling Processing and the supply of Compostable Bags. These procurement outcomes strengthened long-term service certainty, supported value-for-money decision-making, and delivered improved commercial outcomes compared with existing agreements. These activities support long-term processing capacity and service sustainability.

Consistent with East Waste's procurement approach, consideration was also given to opportunities to support local goods and services where this aligned with service requirements, market availability and best-value outcomes.

Transparent use of public funds

Corporate Credit Cards

As part of our commitment to transparency and accountability, East Waste provides a statement outlining corporate credit card expenditure each reporting year.

A small number of leadership staff are provided with corporate credit cards to enable the efficient procurement of goods and services directly related to business operations. This ensures timely payments, particularly for online or immediate transactions, while reducing administrative costs.

Strict controls are in place to ensure financial responsibility, including a Credit Card Policy. All staff issued with a credit card must provide valid tax invoices and proof of purchase for every transaction. All information is subject to regular internal review and is available for audit and scrutiny. Credit cards are also required to be returned immediately upon cessation of employment.

In 2025/26, five corporate credit cards were active. Purchases were made primarily for operational needs and business continuity, with total expenditure for the year amounting to **$46,057.29**. This reflects East Waste's ongoing commitment to prudent financial management and the responsible use of public funds.

Leadership, Governance and Trust

Board Structure and Representation

East Waste is governed by a Board in accordance with Schedule 2 of the *Local Government Act 1999* and the Eastern Waste Management Authority Charter (Charter). The Board provides strategic leadership, oversight and direction, supporting sound governance and ensuring East Waste delivers high-quality, sustainable and cost-effective services for its Constituent Councils and their communities.

Subject to the provisions of the Charter, the Board comprises nine Directors, with each Constituent Council appointing one Director for a three-year term. Directors may be officers, employees or Council members of a Constituent Council, or independent people. The Board is chaired by an independent person appointed by the Constituent Councils, supporting impartial leadership and effective oversight. This structure ensures each Constituent Council is represented in the Board's strategic direction and decision-making.

Each Constituent Council also appoints a Deputy Director for a term determined by that Council. Deputy Directors may act in place of their Council's Director when required and, when doing so, exercise the same powers as the Director. These arrangements provide continuity of representation and support effective, informed and collaborative decision-making.

The Independent Chair of the Board receives an annual stipend of $26,000. No other gifts, benefits, allowances or reimbursements were paid to Board Directors or Deputy Directors during the reporting period.

Board Performance

Board performance remained strong during the year, with the 2025 evaluation confirming that the East Waste Board continues to operate effectively, achieving an overall score of 4.18 out of 5, consistent with the previous year. The evaluation highlighted the Board's clear governance framework, strong leadership, effective committee structures and constructive relationship with management. Improvements were also noted in financial management and risk oversight, reflecting the quality of reporting provided to the Board and its continued focus on informed decision-making, accountability and strategic stewardship.

The evaluation also identified several areas for continued development to further strengthen Board effectiveness. These included supporting more consistent attendance and continuity across Directors and Deputies, strengthening Board operations and administration, improving follow-up of actions and the recording of decisions, and continuing to build Directors' understanding of the Strategic Plan, the East Waste Charter and the broader Local Government framework. The review provides a valuable basis for continuous improvement and supports East Waste's commitment to contemporary, transparent and effective governance.

Constituent Council Representation

During 2025/26, the Board considered reports and recommendations from its sub-committees and the Administration, adopted budgets, and made decisions on the strategies and policies guiding East Waste's operations. Through this work, the Board maintained a strong focus on effective risk management, operational excellence, long-term sustainability and delivery of the priorities set out in the 2025/26 Annual Business Plan.

Constituent Council Representation at Meetings of the East Waste Board in 2025/26

	Five Ordinary Meetings	Four Special Meetings	Percentage of Board Meetings Attended
Independent Chairperson	5	4	100%
Adelaide Hills Council	4	4	89%
City of Burnside	5	4	100%
Campbelltown City Council	5	0	56%
City of Mitcham	5	4	100%
City of Norwood, Payneham and St Peters	5	4	100%
City of Prospect	5	4	100%
City of Unley	4	4	89%
Corporation of the Town of Walkerville	5	4	100%

The East Waste Charter provides that decisions of the East Waste Board may be determined by circular resolution. One matter was decided by circular resolution during the reporting period.

Board Committee Oversight

Audit & Risk Management Committee

Clause 31 of the East Waste Charter requires the Authority to establish an Audit Committee and Schedule 2, clause 30 of the *Local Government Act 1999* governs the constitution and functions of the audit committee. The East Waste Board resolved to expand the remit of the Audit Committee to provide an oversight on risk management.

The Audit & Risk Management Committee (Committee) provides independent oversight and advice to the Board on financial reporting, risk management, internal controls, and governance practices. The Committee reviews East Waste's financial statements, strategic management plans, and risk registers; monitors responses to audit recommendations; oversees internal and external audit activities; and evaluates the effectiveness of East Waste's financial and operational systems. Through its work, the Committee supports transparency, accountability, and continuous improvement in East Waste's operations.

The Terms of Reference for the Audit &Risk Management Committee are available on the East Waste website.

Message from the Chair of the Audit & Risk Management Committee

The Audit & Risk Management Committee (the Committee) continued to discharge its responsibilities during the reporting period in support of the East Waste Board's governance, risk management and assurance framework.

Throughout the year, the Committee maintained a strong focus on continuous improvement, both in its own operations and across East Waste's broader assurance environment. In doing so, it sought to add value through constructive oversight, practical advice and clear reporting to the Board. The Committee's work continues to evolve with an emphasis on ensuring its activities remain relevant, proportionate and aligned to East Waste's strategic objectives and governance responsibilities.

In carrying out its role, the Committee considered whether East Waste's systems, policies and practices were effective in managing risk, supporting compliance and maintaining sound financial and operational oversight. The Committee has continued to provide objective advice and independent oversight to strengthen accountability, support informed decision-making and promote continuous improvement across the organisation.

During the reporting period, the Committee oversaw a range of key matters, including internal and external audit, risk management, financial reporting, strategic and financial planning, internal controls, and governance and policy matters relevant to East Waste's operations.

This work included oversight of the internal audit program, including review of the audit work plan, the scope of proposed reviews, the findings of completed audits, and management's implementation of agreed actions. The Committee also oversaw East Waste's engagement with its external auditors, including consideration of the annual audit plan, audit findings, management responses and recommendations arising from the audit process. In this context, the Committee also considered the independence and effectiveness of the external audit function as an important source of assurance over financial reporting and internal controls.

The Committee further reviewed the Fleet Asset Management Plan and Strategy, the Strategic Risk Register, the annual plan and budget, and the long-term financial plan. It also maintained oversight of delegated authority and other governance, compliance and internal control frameworks relevant to East Waste's operations.

The Committee acknowledges the contribution of Committee members, the East Waste Board and management throughout the year. It also records its sincere appreciation to Paul Di Iulio for his exceptional service to East Waste as a Committee Member. His commitment and contribution have been highly valued.

The Committee is also pleased to welcome Natalie Caon as an Independent Member and Andrian Wiguna as the East Waste Board's representative to the Committee and looks forward to their contributions in the coming year.

Attendance at Meetings of the Audit & Risk Management Committee

Meetings of the Audit & Risk Management Committee are held bi-monthly with five (5) meetings of the Committee held during the reporting period.

Sitting fees paid to Independent Members of this Committee included $600 for the Presiding Member, and $450 for each Independent Member per meeting, excluding GST and superannuation.

Attendance of Members at Audit & Risk Management Committee Meetings 2025/26

Member	Role	Committee Meetings Attended
Emma Hinchey	Independent Chair	5/5
Linda Green	Independent Member	5/5

Natalie Caon	Independent Member (from 1 October 2025)	4/4
Fraser Bell	Independent Chair of the East Waste Board	4/5
Paul Di Iulio	East Waste Board Representative (until 2 March 2026)	1/2
Andrian Wiguna	East Waste Board Representative (from 10 June 2026)	1/1

Additional Committees of the Board

In accordance with clause 73 of the East Waste Charter the Board may establish a Committee of Directors for the purpose of enquiring into and reporting to the Board on any matter within the Authority's functions and powers and as detailed in the terms of reference given by the Board to the Committee.

For the period July 2025 to June 2026 East Waste had the following Committees:

- General Manager Selection and Recruitment Committee.
- General Manager Performance Review Committee.

The Terms of Reference for the Committees can be found on East Waste's website.

No sitting fees are paid to Members of the above Committees.

Compliance and Accountability

Risk, Controls and Assurance

East Waste made meaningful progress in strengthening its approach to risk, controls and assurance during the year, recognising that effective governance and oversight are critical to organisational performance, accountability and long-term success. Effort was directed toward improving internal controls, strengthening assurance processes, and embedding a more proactive approach to risk identification and management across the organisation.

Positive internal audit outcomes reflected this work and East Waste's commitment to continuous improvement. The 2025/26 interim audit reviewed seven critical business cycles and assessed 31 core controls, with 29 controls found to be operating effectively and no high-risk weaknesses identified. This result was consistent with 2024/25 and also confirmed improvement in areas previously identified for attention, including general ledger reconciliation processes.

Three moderate-risk findings were identified in the Purchasing and Procurement cycle. While these findings highlighted the need for continued focus, they were consistent with known legacy procurement control issues already recognised by Administration and are being addressed through a staged procurement improvement program. During the year, this included adoption of a revised Procurement Policy, stronger oversight of key contracts and market approaches, improved transparency and reporting, more proactive contract monitoring, and enhanced documentation and delegation controls.

Key governance and assurance matters were also actively progressed, including Audit and Risk Management Committee appointments, improvements to the register of returns process, and the timely investigation and resolution of emerging issues. Areas requiring further attention, including business continuity planning, were also identified and incorporated into the leadership agenda, ensuring these matters remain a clear focus for the future.

Collectively, these actions have strengthened accountability, supported informed decision-making and increased confidence in East Waste's governance framework. These foundations will continue to support a resilient, well-governed organisation that is equipped to manage risk effectively and respond to future challenges with confidence.

National Competition Policy Statement

In accordance with the *Government Business Enterprises (Competition) Act 1996* and the *Revised Clause 7 Statement* on the application of competition principles to Local Government, East Waste has considered the application of competitive neutrality principles during the reporting period.

East Waste's Core Activity, being the collection, recycling and/or disposal of waste together with community behaviour change and ancillary services, was undertaken for Constituent Councils only during the year. East Waste considers that these activities do not constitute a significant business activity for the purposes of the competitive neutrality framework, as they are undertaken as part of East Waste's statutory functions on a cost-recovery basis and with community benefit as the primary purpose.

East Waste did not undertake any Non-core Activity or provide Core Activity services to non-Constituent Councils during the reporting period.

Use of Confidentiality Provisions

East Waste is committed to open, accountable, honest and reasonable decision making. Members of the public are welcome to attend meetings of the East Waste Board and Board Committees.

On occasion, the Board and its Committees may be closed to the public under section 90(2) of the *Local Government Act 1999* in order to consider matters of a confidential nature. They may also make an order under section 91(7) to retain information in confidence.

The *Local Government Act 1999* requires the Board to specify the duration of the order (i.e. determine a suitable period for which the item will remain confidential), and either impose a 'release' date or event which will trigger the release of the item or a period after which the Board will review the order and determine if in fact the item should remain confidential.

Local Government Act Confidentiality Reference Explanation

90(3)(a) Personal Affairs	90(3)(j) Information provided on a confidential basis by a Minister of the Crown
90(3)(b) Commercial Advantage	
90(3)(c) Trade Secret	
90(3)(d) Commercial Information (not a trade secret)	90(3)(k) Tenders
90(3)(e) Security/Safety	90(3)(m) Proposed Amendment to a Development Plan
90(3)(g) Breach any Law	
90(3)(h) Legal Advice	90(3)(n) Freedom of Information Act 1991
90(3)(i) Litigation	90(3)(o) Award Winner

Use of Confidentiality Provisions by the East Waste Board

The East Waste Board considered a total of 10 items in confidence, as detailed in the table below, during 2025/26.

Date of Meeting	Subject	Order Duration	Section 90(3)	Items retained in confidence	Items in the public domain
9/07/25	Recruitment of General Manager	Until further order	(a)	Report Minutes Attachment A Attachment B Attachment C	
25/09/25	Recycling Processing Contracts	Until further order	(b)	Report	Minutes
25/09/25	Organics Processing Contract	Until further order	(b)	Report Minutes	
25/09/25	Ordinary and Primary Return Process	Until further order	(h)	Report	Report released June 2026
10/11/2025	General Manager's	Until further order	(a)	Report Minutes	

	Interim Probation Review			Attachment A	
14/11/2025	Organics Processing Tender	Until further order	(d)	Report Attachment A Attachment B	Minutes
20/11/2025	General Manager Key Performance Indicators 2026	Until further order	(a)	Minutes Attachment A	
26/02/2026	General Manager – Final Probation Review	Until further order	(a)	Report Attachment A Attachment B	
25/06/2026	Tender Evaluation Summary Report: Supply & Delivery of Compostable Bags (Household & Pets)	Until further order	(k)	Report Minutes Attachment A	
25/06/2026	General Manager's 2026 Performance and Remuneration Review	Until further order	(a)	Report Minutes Attachment A Attachment	

Use of Confidentiality Provisions by the Audit & Risk Management Committee

The Audit & Risk Management Committee considered a total of one (1) item in confidence, as detailed in the table below, during 2025/26.

Date of Meeting	Subject	Order Duration	Section 90(3)	Items retained in confidence	Items in the public domain
18/02/2026	Information Report	Until further order	(d)	Attachment D	All other items

Use of Confidentiality Provisions by the General Manager Performance Review Committee

The General Manager Performance Review Committee considered a total of five (5) items in confidence, as detailed in the table below, during 2025/26.

Date of Meeting	Subject	Order Duration	Section 90(3)	Items retained in confidence	Items in the public domain
31/10/2025	Appointment of Independent Consultant	Until further order	(d)	Report Attachment B Attachment C	Minutes Attachment A
7/11/2025	Draft General Manager Key Performance Indicators 2025/26	Until further order	(a)	Report Attachment A	Minutes
23/01/2026	Methodology for General Manager Probation Review	Until further order	(a)	Report Minutes	
19/06/2026	General Manager's 2026 Performance Review	Until further order	(a)	Report Presentation	Minutes
19/06/2026	General Manager's 2026 Performance Review	Until further order	(a)	Report Minutes Attachment A - General Manager Remuneration Benchmarking Report	

During the reporting period a total of five (5) items were released from confidence.

A copy of East Waste's Confidential Item Register is available to view on our website.

Accountability Framework

Over the reporting period, East Waste continued to strengthen its governance framework through ongoing review and refinement of key governance documents, policies and reporting practices, helping to ensure decision-making remains transparent, accountable and aligned with legislative and strategic obligations. This work was supported by East Waste's ongoing partnership with Clearly Strategic, which has provided valued guidance in governance, policy development and strategic reporting, assisting the organisation to maintain contemporary governance standards while supporting continuous improvement across the Board's oversight and strategic stewardship functions.

Policies

Policies are an important part of East Waste's governance framework, guiding decision-making, accountability and strategic direction. They support the identification of service and operational needs, the setting of objectives, the balancing of competing priorities, and the allocation of resources in a consistent and accountable manner.

Policies define the principles that guide organisational action and, in some cases, are required under legislation. East Waste maintains both legislated and operational policies to support its strategic objectives and provide consistency across the organisation and in service delivery to its Constituent Councils.

Policies are reviewed regularly to ensure they remain current, relevant and aligned with legislative requirements and operational needs. Where appropriate, policies may be revoked due to legislative change, the adoption of an alternative policy position, or where they have been superseded.

During the reporting period the East Waste Board reviewed two (2) policies (#) and approved two (2) new policies (*).

The following policy documents are available on East Waste's website:

- Behaviour Standards Policy
- Budget Framework Policy#
- Complaint Handling Policy
- Credit Card Policy
- Diversity and Inclusion Policy
- Fraud and Corruption Prevention Policy*
- Leave Policy
- Constituent Council Rebate and Distribution Policy
- National Competition Policy
- Public Interest Disclosure Procedure*
- Policy Development Policy
- Procurement Policy
- Prudential Management Policy
- Risk Management Policy
- Sale and Disposal of Assets Policy
- Sexual Harassment Policy
- Treasury Management Policy#.

The East Board has adopted the following Codes:

- Code of Practice – Procedures at Meetings
- Eastern Waste Management Authority Board Code of Conduct.

Registers

East Waste maintains the following registers on its website:

- Register of Confidential Items
- Register of Contracts
- Register of Delegations
- Register of Gifts and Benefits
- Register of Interests (Directors and Deputy Directors).

Freedom of Information

Requests to access to information that is not readily available to the public will be considered under the *Freedom of Information Act 1991*.

Freedom of Information forms and a list of fees and charges applicable to requests are available from east@eastwaste.com.

East Waste did not receive any Freedom of Information Applications during the reporting period.

In accordance with section 9 of the *Freedom of Information Act 1991,* East Waste must make available for public inspection an annual 'Information Statement' that provides an overview of its structure, functions and documents. This information is detailed in other sections of this Annual Report and can be viewed on East Waste's website.

Request to Review an Internal Decision

A person may request a review of a decision of the East Waste Board or an East Waste employee or contractor in accordance with section 270 of the *Local Government Act 1999* and East Waste's Complaint Handling Policy.

East Waste did not receive any requests to review an internal decision in the 2025/26 period.

Public Interest Disclosures

The *Public Interest Disclosure Act 2018* protects people who disclose information about serious wrongdoing within the South Australian public sector, including council subsidiaries. East Waste does not tolerate improper conduct by its employees, contractors or Directors, or the use of reprisals against those who disclose such conduct. Due to the nature of the *Public Interest Disclosure Act 2018*, there are no statistics on disclosures received.

The East Waste Board formally adopted a Public Interest Disclosure Procedure in April 2026.

Managing Complaints

East Waste is committed to managing complaints in a way that is professional, transparent, accessible and responsive, recognising that complaints, feedback and service requests are valuable opportunities to resolve concerns, improve customer experience and strengthen its services. East Waste's Complaint Handling Policy, available at www.eastwaste.com aims to provide a clear process for raising concerns, define staff roles and responsibilities, establish appropriate escalation pathways based on the seriousness of a matter, and managing complaints in a fair, timely and practical manner consistent with good-practice guidance and sound governance.

Availability of Documents

Copies of policies, codes and publicly accessible registers are available:

- on East Waste's website – www.eastwaste.com
- by emailing east@eastwaste.com
- attending East Waste's Office at 1 Temple Court Ottoway during normal business hours.

Legal Advice

Legal expenditure represents costs incurred by East Waste for the provision of legal advice to support its operations, governance and compliance obligations. This may include advice on contracts, employment matters, regulatory issues, governance matters and other legal proceedings or transactions arising in the ordinary course of business.

In 2025/26 East Waste paid a total of **$19,877.86** (ex GST) for legal advice and services.

Payments to External Auditor

The external auditor provides independent assurance on East Waste's financial statements by examining whether they present a true and fair view in accordance with the applicable accounting standards and legislative requirements. In doing so, the auditor reviews relevant financial records, systems and controls, and reports their findings to support transparency, accountability and confidence in East Waste's financial reporting.

In 2025/26 East Waste paid the external auditor **$13,500.00** (ex GST) for providing these services.

Pillar 5 – Future Readiness

East Waste operates in an environment of changing community expectations, evolving waste and resource recovery practices, increasing regulatory requirements and ongoing financial pressures. To remain a trusted regional service provider, East Waste must continue to adapt while maintaining reliable service delivery and strong financial stewardship. During 2025/26, foundations were established that will support the organisations future direction, focusing on transparency, capability, collaboration and continuous improvement. These initiatives position East Waste to respond effectively to emerging challenges while creating long-term value for Constituent Councils and the communities they serve.

Strengthening Partnerships with Constituent Councils

A key priority is to continue strengthening relationships with Constituent Councils through greater collaboration, transparency and shared understanding of service expectations. The introduction of Service Level Agreements and council-specific guidance has provided a foundation for clearer service accountability, improved communication and more informed decision making. Looking ahead, East Waste will continue to work closely with Constituent Councils to ensure services evolve in response to local needs, community expectations and changing legislative and environmental requirements.

Better Decisions Through Data and Technology

Technology and data will play an increasingly important role in shaping future service delivery. East Waste has commenced initiatives to improve operational reporting, expand the use of business intelligence tools and enhance visibility of performance information for both management and Constituent Councils. The organisation is also exploring emerging technologies, including the responsible use of artificial intelligence, to identify opportunities to improve efficiency, enhance customer experience and support evidence-based decision making. The focus remains on practical applications that deliver measurable value and support better outcomes for constituents.

Financial and Operational Sustainability

As service expectations grow and operating environments become increasingly complex, maintaining financial and operational sustainability remains critical. Reviews of East Waste's cost model, financial framework and working capital requirements have strengthened understanding of future service costs and funding approaches. East Waste is also focused on strengthening procurement and contract management practices to support value for money outcomes, improve market engagement and ensure procurement decisions are aligned with organisational objectives and Constituent Council expectations. Greater collaboration with Local Government Procurement and other sector partners provides opportunities to leverage shared knowledge, benchmark approaches and identify efficiencies that benefit the communities we serve.

Future planning will continue to focus on balancing affordability, service reliability and long-term sustainability, while supporting the expansion of initiatives such as FOGO services, resource recovery opportunities and operational efficiency improvements. Through informed financial management, effective procurement and continuous review of service delivery models, East Waste aims to ensure that every dollar invested delivers maximum value for Constituent Councils and their communities.

Building Organisational Capability

Future readiness is ultimately dependent on people. East Waste will continue investing in workforce capability, leadership development, safety, continuous improvement and organisational culture. The organisation's ability to attract, develop and retain skilled employees will remain fundamental to delivering essential services in a changing environment. By fostering an engaged and capable workforce, East Waste will be better positioned to embrace new opportunities, respond to emerging risks and continue delivering high-quality services for years to come.

The initiatives outlined in East Waste's FY2027 Annual Plan reflect a commitment to creating a more transparent, responsive and resilient organisation. By strengthening partnerships, embracing innovation, maintaining financial discipline and investing in people, East Waste is building the capability required to meet future challenges while continuing to deliver reliable services and local value to its Constituent Councils and communities.

Financial Performance

2025/26 year was a year of continued financial discipline, governance improvement and financial framework review for East Waste. Despite recording an accounting deficit, East Waste maintained a strong balance sheet, improved its cash position and continued to invest in critical fleet replacement and operational infrastructure programs. Cash and Cash Equivalents increased from $1.72 million at 30 June 2025 to $2.70 million at 30 June 2026, supported by improved treasury management practices, cash flow forecasting and a reduction in Trade and Other Receivables.

Positive outcomes from the external audit process reaffirmed the strength of East Waste's financial management, governance framework and internal control environment. The external auditor reported that the majority of key financial controls were operating effectively and confirmed its intention to issue an unmodified audit opinion for the 2025/26 Financial Statements.

A comprehensive review of the East Waste cost model was undertaken during the year to ensure greater alignment between service delivery costs and the Common Fleet Charges recovered from Constituent Councils. The review examined cost allocation methodologies, cost recovery principles and underlying financial assumptions to improve transparency, accuracy and long-term financial sustainability. The outcomes of this work will assist in ensuring that future Common Fleet Charges more accurately reflect the cost of services provided to Constituent Councils.

East Waste also completed a detailed review of its working capital requirements. This project considered operational cash flow requirements, debtor and creditor management, fleet replacement commitments and overall liquidity requirements. The review established a working capital benchmark to support future financial planning, improve treasury management practices and strengthen East Waste's capacity to fund ongoing operational and capital requirements.

In support of continuous governance improvement, East Waste commenced a significant review of a number of financial policies during the year, including the Budget Framework Policy. These initiatives strengthen accountability, transparency and organisational governance, while reinforcing East Waste's commitment to a safe, inclusive and values-based workplace culture.

East Waste will continue to focus on maintaining long-term financial sustainability through prudent financial management, active treasury management, ongoing review of service delivery cost models and strategic investment in fleet and operational infrastructure.

Financial Statements

INSERT FINANCIAL STATEMENTS

9.6 Review of Internal Audit Workplan

Report Author	Acting Manager Business Services
Attachments	A: Revised UHY Haines Norton Internal Audit Work Plan 2025-2027 B: UHY Haines Norton Internal Audit Assurance Map Report

Purpose and Context

To provide the Audit & Risk Management Committee (the Committee) with a proposed revision to Year Two of East Waste's current Internal Audit Work Plan. The revised plan has been developed by UHY Haines Norton in consultation with East Waste administration following a review of available resourcing and organisational capacity to undertake internal audits during the 2026/27 financial year.

Recommendation

The Audit and Risk Management Committee notes the revised Internal Audit Work Plan as presented in Attachment A Item 9.6, Audit & Risk Management Committee Meeting, 16 September 2026.

Strategic Link

Objective 5. Provide Leadership
Strategy 5.4 Quality and transparent Corporate (Governance and Financial) activities.

Background

Following a risk analysis and assurance mapping exercise undertaken by UHY Haines Norton in 2024, feedback from the Committee was incorporated into the development of the two-year internal audit work plan (the Plan), which is aligned to a financial year calendar. The first audit cycle commenced 1 July 2025, and two audits have since been completed, being Payroll and Business continuity, in November 2025 and April 2026 respectively.

In accordance with East Waste's Internal Audit Charter, the Plan must be developed in consultation with the Committee and must be reviewed at least annually by the Committee prior to the conclusion of each internal audit cycle. The Plan underwent its first annual review in April 2026 as scheduled, and no changes were proposed at that time.

Since then, the Asset Management Audit scheduled for 2025/26 had been deferred due to resourcing constraints and competing organisational priorities. This deferment prompted a broader review of East Waste's capacity to deliver three (3) internal audits per annum.

A revised Internal Audit Work Plan is proposed, reducing the number of audits to be undertaken to two (2) audits in 2026/27. The proposed revision is intended to maintain a risk-based assurance program while ensuring the Plan remains achievable within available resources and organisational capacity.

Discussion

The revised Plan developed by UHY Haines Norton in conjunction with East Waste Administration is presented at **Attachment A** for the Committee's consideration.

The revised Plan proposes that the Asset Management Audit originally scheduled to be the third audit of year one (1) of the Plan, become the first audit of year two (2), with an additional Cyber Security Audit to be undertaken in April 2027. The proposed Plan is summarised below, inclusive of the audits that would be deferred to the 2027/28 internal audit cycle maintaining their original order of priority.

Year 1	**Meeting findings presented**
Payroll	November 2025
Business Continuity	April 2026
Year 2	
Asset Management	November 2026
Cyber Security	April 2027
Deferred Audits	
Integrating Risk Management	2027/28
Policies, Procedures, People & Systems	2027/28

A copy of the assurance mapping report prepared by UHY Haines Norton in 2024 prior to the development of the Plan is included at **Attachment B** for the Committee's reference.

Importantly, the proposed reduction in the number of internal audits does not affect East Waste's services agreement with UHY Haines Norton. The agreement is based on an agreed fee per audit rather than a commitment to undertake three audits annually. As a result, East Waste is expected to realise a saving within its internal audit budget during the 2026/27 financial year.

Subject to Committee approval of the revised Plan, UHY Haines Norton will present the proposed scope for the Cyber Security Audit at the November 2026 Audit & Risk Management Committee meeting.

In line with East Waste's Internal Audit Charter, a new Internal Audit Work Plan will be developed as the current Plan approaches expiry. A draft plan will be presented to the Committee for consideration in April 2027, ahead of the commencement of the 2027/28 internal audit cycle. This will ensure the internal audit program continues to align with operational requirements and reflects East Waste's evolving risk profile and assurance needs.

Administration supports the proposed revised Internal Audit Work Plan and will continue to work closely with UHY Haines Norton to ensure audits are scheduled at appropriate times, taking into account operational priorities and the Audit & Risk Management Committee meeting cycles.

UHY
Connect to possibility

INTERNAL AUDIT PLAN 2025 - 2027 *(revised September 2026)*

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

2025/26	Work Schedule	Risk	Reference	Report to ARC	Rating/ Source	Detail	Assessment
Yr 1/Q2	Sept/Oct	SR2	Payroll system (ARC referral)	Nov-25	ARC	Clarification of isses discussed at ARC	Moderate to Positive
Yr 1/Q3	Jan/Feb	SR7	Business Continuity	Apr-26	55%	Pandemic + 5 years - lessons learnt & implemented?	Limited to Moderate

2026/27	Work Schedule	Risk	Reference	Report to ARC	Rating/ Source	Detail	
Yr 2/Q1	Aug/Sept	SR10	Asset Management	Nov-26	48%	Fleet/tools/inspections/replacement schedules etc	-
Yr 2/Q3	Jan/Feb	SR11	Cyber Security	Apr-27	58%	System controls and measures as per ***Note 1*** below:	-

Note 1: Internal Audit Work Plan approved by East Waste ARC 18/06/25

Note 2: 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.

Note 3: Internal Audit Workplan revised September 2026

Resolved to reschedule from 3 x internal audits per year, to 2 per year. This is to allow for recommendations to be implemented and required workforce capacity to be in place.

UHY Haines Norton

Internal Audit Draft Assurance Map

East Waste

April 2025

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Purpose and Scope of this Report

The purpose of this report is to provide an overview of the development of the Assurance Map for East Waste. A presentation will be made to the members of the Audit and Risk Management Committee at their meeting on the 23rd of April to go through the Assurance Map in detail and provide an opportunity for members to ask questions.

Attached to this report is the Assurance Map Summary page.

Summary of Recommendations

During the review of East Waste's Risk Management Framework and Strategic Risk Register and the development of the Assurance Map, several areas for improvement were identified. These gaps have been documented and are presented here as recommendations:

- Review the Risk Management Framework. The Framework was last reviewed in April 2018 and was due for review by November 2022 and is overdue for review.
- Continue with the review of the Operational Risk Register and, once complete, update the Strategic Risk Register. This may also result in the need to update the Assurance Map and, consequently, the Internal Audit Plan.
- Update the Strategic Risk Register to use the same terminology as the Risk Management Framework. The Risk Management Framework uses the term Moderate, whilst the Strategic Risk Register uses the term Medium. It is recommended to ensure that terminology is consistent. Ensure that the Operational Risk Register, which is currently under review, also uses the same terminology as the Risk Management Framework.
- Develop a Risk Appetite Statement. The Risk Management Framework describes what risk appetite and tolerance are and refers to a Risk Appetite Statement, but this Statement has not been developed.

Internal Audit

Assurance Mapping is a foundational step in developing an effective Internal Audit function. The process for establishing and enacting an Internal Audit function is:

- Develop an Assurance Map that identifies levels of assurance and highlights any gaps
- Creating an Internal Audit Plan informed by the Assurance Map
- Commencing Internal Audits according to the Internal Audit Plan

Internal Audit plays a critical role within the broader Risk Management Framework. For risk management to be effective, it must be continuous and adaptive, enabling organisations to respond to emerging risks and navigate ongoing business change.

To remain relevant and effective, an organisation's Risk Management Framework must be regularly reviewed and updated. As a result, Assurance Mapping and Internal Audit Plans should also be refreshed in response to changes in the risk environment.

Assurance Mapping

An Assurance Map is a visual representation of the key risks of a business and the various types of and levels of assurance that exist against those risk areas.

An Assurance Map identifies areas where there is a lack of assurance. The development of an Internal Audit Plan is informed by the assurance map, ensuring that audit resources are focused on areas with the highest risk and lowest existing assurance coverage.

Ratings

Assurance Ratings and Risk Ratings are different but do have similar language.

Risk Ratings are:

Risk Level	Managing Risk (East Waste Risk Management Framework- Summarised)
Extreme Risk	Escalate risk immediately to the General Manager/Executive Leadership Team Develop strategies for immediate action Monitor and review actions and strategies Provide direction and information to stakeholders Inform the next meeting of the Audit and Risk Management Committee Consider cessation/suspension of activity until strategies implemented WHS – Activity is not to be continued until the risk level has been reduced. The level of risk is commonly unacceptable.
	Escalate risk to Executive Leadership Team/Manager Corporate Services Develop treatment strategies with appropriate timeframes Monitor and review actions and strategies Provide direction and information to stakeholders Inform the next meeting of the Audit and Risk Management Committee WHS – reduce risk as far as practical, only acceptable for Major or Catastrophic consequences
Moderate	Escalate to the relevant manager. Develop treatment strategies with appropriate timeframes. Monitor and review actions and strategies. WHS: Reduce risk as far as practical; it may be an acceptable level of risk.
Low	Localised risk management and actions Commonly is an acceptable level of risk.

Inherent Risk

Risks are assessed as if there were no controls in place, and the level of risk determined is known as Inherent or Raw Risk.

Current/Residual Risk

The risk level with current controls in place is known as Current or Residual Risk.

Forecast Risk

If additional controls are planned to be put in place, the risk level with those controls in place is known as the Forecast Risk.

Assurance Map Ratings

Assurance Level	Explanation
High	A high level of assurance. Strong confidence that the risk is being effectively managed Controls or assurance activities are well-designed, consistently applied and regularly tested or verified

	Moderate confidence that the risk is being managed, but there may be some weaknesses Controls are generally in place and operating but may not be consistently applied or independently tested
Low	Limited or no confidence in how the risk is being managed Controls are absent, poorly designed or not operating effectively No formal assurance activities are in place

3 Lines of Defence

The Three Lines of Defence Model is a framework to structure roles and responsibilities for managing risk and assurance within an organisation. The Three Lines of Defence are a key component of the Assurance Map assessment.

Weighting shown in the table below shows the level of assurance and independence provided by each line of defence. The purpose of assigning weightings is to quantify the strength and reliability of assurance sources helping to:

- Identify areas of over-reliance on less independent assurance, such as operational self-assessments
- Highlight gaps where more independent or formal assurance may be needed
- Support risk-based audit planning by prioritising areas with lower assurance strength

Line of Defence	**Who**	**Roles**	**Responsibilities**	**Weighting**
1st – Business Operations	Business Unit Managers Team Leaders Process Owners	Directly own and manage controls, however, assurance may lack independence.	Identify, assess and manage day-to-day risks. Maintain and operate internal controls such as checklists and approvals.	20%
	Risk Management Compliance Legal WHS Finance Oversight roles	Oversight roles are more independent; however, they are still within the management structure.	Develop policies and frameworks. Monitor compliance with regulations and internal standards. Support the first line with training and advice.	25%
3rd – Independent Assurance	Internal Audit Other independent assurance providers Audit & Risk Committee	Independent structured assurance, reporting to the governing body.	Evaluate and report on how well the first and second lines are working. Provide recommendations for improvement.	35%
External/Regulators	External Auditors Other Authorities	Independent or statutory review. Often limited to financials or compliance	Depends on the scope of the review.	20%

Risk Framework

The Risk Management Framework was last reviewed in April 2018 and was due for review in November 2022. It is overdue for review.

The purpose of the Framework is to:

- Align with the objectives of the Risk Management Policy
- Establish roles and responsibilities for managing risk
- Document a standardised, formal and structured process for assessment, treatment and monitoring of identified risks
- Encourage innovation by integrating risk management into the strategic and operational process across all departments of East Waste.
- Assist East Waste in maximising its opportunities whilst minimising any negative impacts identified during the risk management process.
- Establish the process for all risks outside the defined risk tolerances to be escalated to the relevant manager and additional treatment options implemented.
- Set out the reporting protocols for relevant risk information to be provided to the Board, Audit and Risk Management Committee, Executive Leadership Team and across all East Waste's departments.
- Supports the development of a continuous improvement culture by integrating risk management processes into all East Waste functions.

Risk Registers

East Waste maintains both an Operational Risk Register, which is currently being reviewed, and a Strategic Risk Register. The Strategic Risk Register has been utilised to create the Assurance Map. Following the review of the Operational Risk Register, the Strategic Risk Register should also be reassessed to incorporate insights from the Operational Risk Register.

We noted that the Risk Management Framework uses the risk level of moderate. However, the Strategic Risk Register uses the term Medium. The language used in the Risk Registers should be consistent with the Risk Management Framework. We have used the term 'Moderate' in the Assurance Map.

Risk Appetite & Tolerance

The Risk Management Framework explains what risk appetite and tolerance is and how the levels will be developed and reported and refers to a Risk Appetite Statement. However, the Risk Appetite Statement is not included in the Framework and has not been developed as a separate document.

A Risk Appetite Statement sets out the risk appetite and risk tolerance of an organisation. The risk appetite part of the statement outlines the overall level of risk the organisation is willing to accept to achieve its strategic objectives. It reflects the organisation's risk philosophy and guides decision-making at a high level. The risk tolerance part of the statement outlines more detailed limits on the amount of risk that can be taken in specific areas or for a particular activities. It ensures that the organisation's risk-taking remains within the acceptable boundaries defined by the risk appetite.

Risk Management

Assurance Mapping - 3 Lines of Defence

EastWaste

Risks,
Key Objectives
& Key Services

	1st - Business Operations	2nd - Financial, Corporate & Governance	3rd - Independent Assurance	External/Regulators
Assurance Weighting	20%	25%	35%	20%
Weighting Rationale:	Directly own and manage controls , however assurance may lack independence.	Oversight roles, more independent however still within management structure.	Independent, structured assurance, reporting to governing body.	Independent, statutory, however often limited to financials or compliance

1st - Business Operations: *Internal Control Measures* (Forms, Checklists and Templates; Core Systems Controls, IT Systems, Parameters; Fraud & Error Prevention Internal Checks; Approvals & authorisation per Delegated Authority; Segregation of Duties); *Management Control Measures* (Documented Functional Policies, Procedures & Guidelines; Established Plans (Strategic Plan, Business Plan & Divisional Plan); Agreed Budgets; SMART KPIs & Service Standards Agreed; Performance Measurement against Standards, and Benchmarking Reviews; Performance Reporting Against Standards)

Overall Assurance Level

None	1% - 30%
Low	31% - 65%
Medium	66% - 90%
High	91% - 100%

Link to Strategic Risk Assurance Assessments	Assurance Areas	Risk Descriptions	Inherent Risk	Current/Residual Risk	Current Risk Tolerance Status	Forecast Risk	Forms, Checklists and Templates	Core Systems Controls, IT Systems, Parameters	Fraud & Error Prevention Internal Checks	Approvals & authorisation per Delegated Authority	Segregation of Duties	Documented Functional Policies, Procedures & Guidelines	Established Plans (Strategic Plan, Business Plan & Divisional Plan)	Agreed Budgets	SMART KPIs & Service Standards Agreed	Performance Measurement against Standards, and Benchmarking Reviews	Performance Reporting Against Standards	Corporate Policies, Procedures and Frameworks	Financial Monitoring, reporting, reconciliation	Financial Best Practice Model Internal Control Self Assessment	Functional Service Compliance Reviews	Quality Control Checks (Health & Safety, Governance)	Security (including IT systems and physical security)	Enterprise Risk Management (Evaluation of Strategic Risks & Operational Risks)	Addressing Regulatory Notices & Statutory Returns	Internal Audit	Follow up on Audit Log Actions	Audit & Risk Committee	External Consultant Reviews	External Accreditation / Certification	External Testing on Compliance and Quality	LGRS Reviews	External Audit	ICAC / Ombudsman Reviews	Performance Review by Auditor General	Overall Assurance Level	
SR1	Strategic planning - inconsistency in decision making	Poor, ineffective or outdated strategic planning and implementation, leading to inconsistency with Member Council's strategic directions, poor investment decisions and inappropriate usage of resources (both financial and physical resourcing)	Extreme	High	TBC	Moderate	H	H	H	H	H	H	H	H	L	H	H	H	H	M	M	l	M	M	H	H	H	H	NA	NA	NA	NA	H	NA	NA	83%	Medium
SR2	Ineffective governance - community expectations	Lack of effective governance and decision making process may result in not meeting community/ Member Council expectations, adversely impact East Waste's finances and damage to reputation.	Extreme	Moderate	TBC	Moderate	H	H	H	H	H	H	H	H	L	H	H	H	H	M	M	l	M	M	H	H	H	H	NA	NA	NA	NA	M	NA	NA	81%	Medium
SR3	Non compliance with financial regs /legislation	Significant demands of legislative compliance and/or changing legislation may lead to inadvertent breach of key legislative obligations resulting in unnecessary legal costs and loss of community confidence in East Waste's transparency, accountability and financial sustainability	Extreme	Moderate	TBC	Moderate	H	H	H	H	H	H	H	H	L	H	H	H	H	M	M	M	M	M	H	H	H	H	NA	NA	NA	NA	M	NA	NA	83%	Medium
SR4	Lack of agility in service delivery	East Waste's inability to respond in an agile way to emerging community changes, industry trends, technology and innovations will result in inefficiencies, ineffective service delivery & missed opportunities	High	Moderate	TBC	Moderate	H	H	H	H	H	H	H	H	L	M	L	H	H	M	NA	M	M	M	H	l	NA	H	NA	NA	NA	NA	NA	NA	NA	71%	Medium
SR5	Ineffective budget - weakened financial sustainability	Inefficient or inappropriate budget allocation may impact the delivery of key services and financial sustainability of the Authority	Extreme	High	TBC	Moderate	H	H	H	H	H	H	H	H	M	M	H	H	H	H	H	H	M	M	H	H	H	H	M	M	NA	NA	H	NA	NA	87%	Medium
SR6	Skilled staff recruitment & retention	East Waste are unable to attract and retain sufficient appropriately skilled staff and Board Member's to effectively deliver the breadth of services required in a timely manner.	Extreme	Moderate	TBC	Low	H	H	H	H	H	H	H	H	M	M	M	H	H	H	M	H	M	M	M	M	M	H	M	H	NA	NA	NA	NA	NA	78%	Medium
SR7	Business Continuity	A significant unplanned /emergency /adverse event may prevent East Waste from delivering key services/functions (e.g. fire, natural disaster, pandemic)	Extreme	High	TBC	High	M	M	NA	H	NA	H	H	L	NA	NA	NA	M	NA	NA	M	M	M	M	NA	l	NA	H	L	NA	H	NA	NA	NA	NA	55%	Low
SR8	People & Culture (incl. WHS)	Failure to adequately protect the health and safety of workers and members of the public which may lead to significant injury, disablement or death, shut down of operational fleet and significant adverse attention.	Extreme	High	TBC	High	H	H	H	H	H	H	H	H	H	H	H	H	H	H	H	H	H	M	H	L	M	H	L	M	M	M	NA	NA	NA	77%	Medium
SR9	Failed Member - Organisation relationship	Member Council exits from East Waste due to having stronger relationships with other similar organisations, leading to both reputational and financial damage.	High	Moderate	TBC	Moderate	H	H	H	H	H	H	H	H	L	M	L	H	H	NA	NA	NA	M	M	H	L	NA	H	NA	NA	M	NA	NA	NA	NA	72%	Medium
SR10	Asset Management	Existing Assets fail to meet the minimum requirements for current operating needs and future growth.	Extreme	Moderate	TBC	Moderate	H	M	M	H	H	H	L	M	M	L	L	L	M	M	NA	M	M	M	l	L	H	H	l	NA	M	NA	NA	NA	NA	47%	Low

9.7 Internal Audit Recommendation Progress Tracking

Report Author:	Acting Manager Business Services
Attachments:	A: East Waste Internal Audit Recommendation Progress Tracking Schedule

Purpose and Context

To provide the Audit & Risk Management Committee (the Committee) with an update on the progress of implementation of recommendations made by internal auditors, UHY Haines Norton, through East Waste's Internal Audit Program.

Recommendation

That the Audit & Risk Management Committee notes the Internal Audit Progress Tracking Schedule, prepared by UHY Haines Norton, as presented at Attachment A - 'UHY Haines Norton Internal Audit Progress Tracking Schedule (*Item 9.7****,*** *Audit & Risk Management Committee Meeting, 16 September 2026).*

Background

East Waste's first internal audit cycle commenced 1 July 2025, marking the commencement of East waste's two (2) year Internal Audit Work Plan.

Two audits have since been undertaken, being Payroll and Business continuity, in November 2025 and April 2026 respectively.

The Asset Management Audit is currently in process and near completion, with findings scheduled to be presented to the November 2026 Audit & Risk Management Committee Meeting.

As an extension of the internal audits facilitated by UHY Haines Norton, a register detailing all internal audit recommendations and East Waste's progress against each, is maintained as a mechanism for ensuring the effectiveness of the Internal Audit program.

Discussion

The Internal Audit Progress Tracking Schedule is presented at **Attachment A** detailing the recommendations from the payroll and business continuity audit, including the corresponding risk rating, effectiveness and priority, and Management comments inclusive of up-to-date progress against each action item.

This will be a standard item on the Agenda, to ensure the Committee remains informed and provide assurance that recommendations are implemented effectively.

Summary of Findings and Recommendations - Progress Tracking

Ref. #	PAYROLL AUDIT	Recommendations	Risk Rating	Effectiveness	Priority	Management Response	Expected Completion Date	Status	Revised Completion Date	Comments
2	Confirmation of accurate calculation and appropriate implementation across the 2024/25 payroll function	**R2.0** Consider implementation of an internal process for confirming key payroll processing data for the team of drivers (to support Coordinator Operations with manual workload) *For example, this process could formally list Public Holiday workers and other known adjustments, prior to the Kronos upload.*	MEDIUM	Fully Effective	Low	R2.0 Management will ensure additional controls are implemented, primarily for the payroll officer, to reduce risk of input error into the timekeeping system by Operational staff. Whilst this happens generally it is acknowledged that it is at times ad hoc and a consistent approach will ensure accuracy of data entry. This will be implemented immediately in line with upcoming pay cycle.	12/11/2025	Completed		Further controls were implemented immediately in the payroll cycle following the payroll audit, relating to additional checks to be undertaken by the Finance offer with lead operational staff, to minimse errors where manual input is required.
7	Review consistency of work and undertake payrate comparisons across the organisational structure	**R7.0** Consider scheduling an ongoing review of similarly titled positions, eg: coordinator roles, driver roles to provide an opportunity for cross skilling /experiencing variations and wider skills and knowledge bases.	LOW	Mostly Effective	Low	R7.0 Management acknowledges these findings, noting there is some variation in work hours/location, specifically for Drivers. The variations across Leadership and Executive staff are considered not to be material. Management remains engaged with staff and encourages open conversation with employees and where possible will align rostering to employees' personal preferences and circumstances. The General Manager and Manager HR & Financial Services will schedule an annual review of positions as part of a broader annual Organisational Chart review to ensure consistency and equity across similar titles roles with the first to be undertaken prior to the end of February 2026.	28/02/2026	Completed		Administration has implemented an Annual Workforce Planning exercise, with the first undertaken in January 2026. Led by the General Manager and Manager HR & Financial Services, and involving key Executive staff, the review was minuted internally and included a review of the organisational chart, review of position duties and alignment to award and role classification, and equity across similar roles in the organisation. A key outcome of the review is to explore preferences within the driver workforce through an internal survey to determine preference of route, overtime provisions or a desire for variety in route scheduling.
10	Review of employment contract details with specific focus on contractor/employee status and superannuation arrangements.	**R10.0** Undertake a review, incorporating the ATO assessment guide, to fully ascertain whether the EA Officer fits the contractor definition.	MEDIUM	Partially Effective	High	R10.0 Management notes the associated risk and agrees with the recommendation, noting a definitive assessment is required to determine the true nature of the relationship. Management has commenced the process of reviewing the terms of the contractual arrangement and will look to implement a compliant and suitable resolution as soon as practicable.	31/12/2025	Completed		Administration have undertaken an internal assessment of the nature of the working relationship with the EA Officer, referencing the ATO Guidelines, and found a genuine contractor relationship exists. However, additional wording was included in the contract through an Addendum, to further confirm the contractual relationship and reduce risk to East Waste. Specifically: - The requirement of the contractor to hold current and sufficient Public integrity and Professional Indemintity insurances - The ability to sub-contract works to appropriately skilled workers - The level of control East Waste has over the nature of the work being undertaken. The contract remains in place until August 2026, at which time further review will occur.
		R10.1 Establish a process for paying ARC independent members superannuation, to be activated once SALGFMG confirm details.				R10.1 Management will make contact with Independent Committee members to obtain superannuation information and implement a suitable process to make superannuation contributions on behalf of members in line with the next meeting cycle. We will await advice from SALGFMG relating to back payment obligations.	31/12/2025	Commenced	31/10/2026	East Waste has obtained superannuation details from Independent Audit & Risk Management Committee members, and have processed a backpayment of superannuation for member dated back to 1 July 2025. Administration is currently considering a backpayment dating back five (5) financial years, given the updated recent information from UHY Haines Norton. Further information will be provided at the next meeting cycle.

Ref. #	BUSINESS CONTINUITY AUDIT	Recommendations	Risk Rating	Effectiveness	Priority	Management Response	Expected Completion Date	Status	Revised Completion Date	Comments
1	Policy / Framework / Plan / Business Impact Assessment – are in place and consistent across the organisation.	**R1.1** Draft a Business Continuity Policy in order to set the policy position for the organisation with regard to the management of Business Continuity events. **R1.2** Review the Business Continuity Framework (as a separate document) to ensure it is updated to the business needs in order to support the policy position. **R1.3** Review the Business Continuity Plan (as a separate document) to incorporate updated operational information and key templates to aid response and recovery and become a 'living document'.	MEDIUM	Partially Effective	High	R1.1: East Waste will draft a Business Continuity Policy that establishes the organisation's objectives, governance responsibilities, approval requirements and commitment to the effective management of business continuity events. R1.2: East Waste will review and update the Business Continuity Framework as a separate document. The Framework will define the governance structure, roles, escalation arrangements and relationship between business continuity, incident management and emergency management. R1.3: East Waste will review and update the Business Continuity Plan as a separate operational document. The Plan will include current operational information, activation and stand-down arrangements, role and contact details, response and recovery procedures, and supporting checklists and templates. A document owner and regular review process will be established so that the Plan is maintained as a living document.	31/10/2026	Commenced		Business Continuity Policy drafted and prepared for Leadership Group review. The Business Continuity Framework has also been drafted as a separate document. Review and separation of the operational Business Continuity Plan is underway. The Business Impact Assessment remains to be completed.
2	Review the Response to Local Incidents, the Incident Management roles are identified and that staff have undertaken appropriate training.	**R2.1** Develop tools (checklists, contact lists, posters incident management and reporting templates - SITREPs etc) to prompt required actions in the event of local disruptive incidents. **R2.2** Formally identify staff members as part of the Incident Management Team, display IMT details at vantage points around the work site and offices to aid identification of individuals. **R2.3** Ensure constituent councils provide contact information and that this is updated at least six monthly via a standing agenda item on the WHS Committee.	MEDIUM	Partially Effective	High	R2.1: East Waste will develop and incorporate into the Business Continuity Plan a practical suite of local incident response tools, including activation and response checklists, emergency contact lists, visual prompts, situation reporting templates and incident record templates. R2.2: East Waste will formally nominate primary and alternate members of the Incident Management Team, document their roles and responsibilities, and display current IMT role and contact information at appropriate locations within the office, depot and other relevant work areas. R2.3: East Waste will obtain nominated emergency and business continuity contacts from each constituent council. The contact list will be reviewed at least every six months through a standing Emergency Planning Committee agenda item, with relevant updates reported through the WHS Committee.	31/10/2026	Not Started		Not yet started. Incident response tools, formal Incident Management Team nominations, displays and six-monthly council contact validation arrangements are still to be developed.
3	Response to More Widespread Incident, the Incident Management roles are identified and that staff have undertaken appropriate training.	**R3.1** Develop relationships with constituent councils Emergency Response teams and/or relevant Zone Emergency Management Committees to ensure ease of contact in the event of an emergency/business disruptive event that cuts across boundaries/affects larger areas. **R3.2** Investigate ways to strengthen relationships across the customer service, communications and emergency response teams within each of the constituent councils and undertake regular contact/update sessions.	MEDIUM	Partially Effective	Moderate	R3.1: East Waste will identify and establish contact with the emergency response functions of each constituent council and the relevant Zone Emergency Management Committee or other applicable emergency-management network. These contacts and escalation pathways will be documented in the Business Continuity Plan. R3.2: East Waste will establish regular liaison arrangements between its operational, customer service and communications staff and the equivalent functions within constituent councils. The liaison arrangements will include periodic contact-list validation, information-sharing and discussion of cross-boundary disruption and communication arrangements.	30/11/2026	Not Started		Not yet started. Council emergency response and relevant emergency-management contacts and liaison arrangements are still to be established and documented.

4	Review the level of Business Continuity communication with constituent Councils.	**R4.1** Draft a Business Continuity Communications Plan **R4.2** Draft pre-approved scripts for internal and external updates, for emails and websites and SMS updates to staff. **R4.3** Include the use of these scripts in training/toolbox exercises to ensure they are embedded within internal practices.	MEDIUM	Partially Effective	High	R4.1: East Waste will develop and approve a Business Continuity Communications Plan that defines communication responsibilities, approval and escalation pathways, key audiences, communication channels, nominated spokespersons and arrangements for communicating with constituent councils during and following a disruptive event. R4.2: East Waste will prepare adaptable, pre-approved communication templates for internal staff updates, constituent council notifications, customer emails, website notices, social media updates and staff SMS messages. The templates will include initial notification, ongoing service update and return-to-normal messages. R4.3: East Waste will incorporate the use of the Communications Plan and templates into relevant toolbox sessions, training and business continuity exercises. Exercise and event debriefs will be used to identify and implement required improvements to the scripts and communication process.	30/11/2026	Not Started		Not yet started. The Business Continuity Communications Plan, pre-approved messages and exercise arrangements are still to be developed.
5	Review the level of Business Continuity communication with key third party contractors/ suppliers.	**R4.1** Draft a Business Continuity Communications Plan **R4.2** Draft pre-approved scripts for internal and external updates, for emails and websites and SMS updates to staff. **R4.3** Include the use of these scripts in training/toolbox exercises to ensure they are embedded within internal practices.	MEDIUM	Partially Effective	Moderate	R5.1: East Waste will identify its critical third-party contractors and suppliers and maintain a current register within, or referenced by, the Business Continuity Plan. The register will include primary and alternate contacts, services provided, critical dependencies, escalation arrangements and relevant continuity information. The register will be reviewed periodically as part of the Business Continuity Plan review process. R5.2: East Waste will assess the continuity requirements applicable to each critical contractor or supplier. Where continuity obligations are not adequately documented in an existing contract or service arrangement, East Waste will establish an appropriate written continuity statement, service-level requirement or contract provision addressing matters such as service restoration, communication during disruptions, temporary resources, alternative facilities and other necessary contingency arrangements.	30/11/2026	Not Started		Not yet started. Critical contractor and supplier continuity requirements, contacts and contingency arrangements are still to be documented.
6	Assessment of Links to the IT Provision and Disaster Recovery Plan at East Waste.	**R6.1** Undertake a Business Impact Assessment to capture all the IT systems currently in use at East Waste and assign them a priority rating. **R6.2** Liaise with the IT external provider to draft an accurate and updated IT Disaster Recovery Plan (IT DRP), addressing the priorities as ranked in the Business Impact Assessment. (see R6.1) **R6.3** Manager Business Services to schedule a desktop exercise to include IT failures and telephony system outages to raise Business Continuity awareness amongst admin based staff, with outcome of the desktop exercise to be used as a training resource.	LOW	Partially Effective	Low	R6.1: East Waste will complete a Business Impact Assessment covering the IT systems and technology-dependent business processes used across the organisation. The assessment will identify system owners, operational dependencies, maximum acceptable outages, recovery priorities and required recovery time and recovery point objectives, where applicable. R6.2: Using the approved Business Impact Assessment, East Waste will engage its IT service provider, New Era, to develop or update the IT Disaster Recovery Plan. The IT DRP will document recovery priorities, responsibilities, escalation and communication arrangements, backup and restoration requirements, key dependencies and testing arrangements. R6.3: The Manager Business Services will schedule and document a desktop exercise involving an IT failure and telephony outage. The exercise will test escalation, manual workarounds, communication and recovery arrangements. Outcomes and improvement actions will be recorded, allocated and used as a training resource and to update the Business Continuity Plan and IT DRP.	28/02/2027	Not Started		Not yet started. The Business Impact Assessment, updated ICT Disaster Recovery Plan and IT/telephony desktop exercise remain outstanding.

7	Business Continuity detailed in Organisational Risk Registers.	**R7.1** Review the controls listed against SR7 on the Strategic Risk Register to ensure all are current, addressing any that have lapsed as a priority. **R7.2** Review the Additional Controls cited to ensure all related actions have been completed or are completed as a priority. **R7.3** Ensure Business Continuity exercises and related documentation are updated to the controls listed once undertaken.	MEDIUM	Partially Effective	High	R7.1: East Waste will review each existing control recorded against Strategic Risk SR7 to confirm whether it is current, implemented, operating and supported by evidence. Controls that are outdated, lapsed or not operating as described will be corrected or escalated for priority action. R7.2: East Waste will review all additional controls and improvement actions recorded against SR7, confirm their status, assign responsibility and target dates to outstanding actions, and record completion evidence in the Strategic Risk Register or supporting action register. R7.3: Following each business continuity exercise or relevant disruptive event, East Waste will review SR7 and its supporting controls against the exercise or debrief outcomes. The Strategic Risk Register, Business Continuity documentation and associated action records will be updated where the exercise identifies a control gap or change in risk exposure.	28/07/2027	Not Started		Not yet started. Strategic Risk SR7 controls and additional actions are still to be reviewed and updated against current business continuity arrangements.
8	Assessment of recent Business Continuity Response/Recovery Exercises and Lessons Learnt in the Debrief.	**R8.1** Raise awareness across the organisation for Business Continuity, the documentation, the key staff and the aim of returning to 'business as usual' as promptly as possible. **R8.2** Ensure debriefs are held to consolidate learnings, check on staff well-being, record outcomes and ensure a maturing of Business Continuity knowledge across the organisation. **R8.3** Create a series one-page A3 poster format displays to provide another means of raising awareness, clearly presenting Business Continuity information, eg: the responses requiring activation of the Business Continuity Plan, when and how these responses should be activated and what key actions should be undertaken including post event debriefs	HIGH	Ineffective	High	R8.1: East Waste will deliver organisation-wide business continuity awareness activities following approval of the revised documentation. The activities will explain when the Business Continuity Plan is activated, key roles and contacts, staff responsibilities and the objective of maintaining critical services and returning safely to normal operations. R8.2: East Waste will establish a standard debrief process for business continuity exercises and actual disruptive events. The process will address operational performance, communications, staff wellbeing, lessons identified, required corrective actions, responsible officers and target dates. Debrief records and evidence of action completion will be retained. R8.3: East Waste will develop and display a series of one-page visual guides covering activation and escalation, key contacts and roles, immediate response actions, communication requirements, recovery and stand-down, and post-event debriefing. The guides will be referenced during induction, toolbox sessions and business continuity exercises and reviewed when the Plan is updated.	28/02/2027	Not Started		Not yet started. Organisation-wide awareness, formal debrief arrangements and one-page visual guides remain to be developed following approval of the revised documentation.
9	Corporate Business Continuity Training and Resources in Place.	**R9.1** Develop a series of templates and pre-approved scripts for internal and external updates, via email, websites and social media updates in order for East Waste to review and modify as needed for their organisation and operations. **R9.2** Schedule regular Business Continuity training as per the renewed TNA and consider inviting members from the constituent member councils when/where appropriate as a networking opportunity.	HIGH	Ineffective	High	R9.1: East Waste will develop a controlled suite of business continuity templates and adaptable, pre-approved scripts for staff, council, customer, website and social media communications. The templates will be incorporated into the Business Continuity Plan, assigned a document owner and reviewed following exercises, events and scheduled document reviews. R9.2: East Waste will include business continuity and relevant emergency-management training in the Training Needs Analysis and annual training program for identified roles. Training will include periodic awareness activities and practical exercises. Constituent council representatives will be invited to participate where the exercise or training provides a relevant opportunity to test shared communication and coordination arrangements.	28/02/2027	Not Started		Not yet started. Business continuity communication templates, training and practical exercises remain to be incorporated into the Training Needs Analysis and annual training program.

10	Review that Business Continuity and Workplace Emergency Management Plans are in Place and Reviewed.	**R10.1** Formally review the Emergency Planning Committee (EPC) and ensure membership includes representation from each constituent council, as well as key specialists from within East Waste itself. **R10.2** Set two meeting dates per year (six monthly and 2 weeks prior to a H&S Committee date) to ensure issues can be presented and reported immediately through to the H&S Committee for discussion and/or actioning. **R10.3** –Review the Terms of Reference for the EPC to clarify the remit of the EPC, its scope, and the need to present EPC Minutes to the following H&S Committee. **R10.4** Draft and approve an annual workplan to enable the required emergency management related actions to be undertaken in the time between meetings.	**MEDIUM**	**Partially Effective**	**High**	R10.1: East Waste will formally re-establish the Emergency Planning Committee and confirm its membership. Membership will include appropriate East Waste operational, WHS, communications and management representation, together with constituent council representation or nominated liaison arrangements as appropriate. R10.2: East Waste will establish two EPC meetings each year, scheduled approximately six months apart and, where practicable, at least two weeks before a WHS Committee meeting. EPC minutes, recommendations and matters requiring action will be reported to the next WHS Committee meeting. R10.3: East Waste will review and approve the EPC Terms of Reference to clearly define its purpose, scope, authority, membership, meeting frequency, quorum, recordkeeping requirements and reporting relationship with the WHS Committee. R10.4: The EPC will prepare and approve an annual workplan covering emergency-plan review, exercise scheduling, training and awareness, contact-list validation, identified improvement actions, reporting obligations and follow-up of exercise or incident learnings.	30/04/2027	Not Started		Not yet started. Emergency Planning Committee membership, meeting schedule, Terms of Reference and annual workplan remain to be formally established and approved.

9.8 Revised Draft Audit & Risk Management Committee Terms of Reference

Report Author:	Principal Consultant – Clearly Strategic
Responsible Officer:	General Manager
Attachments:	A: Revised Draft A&RMC Terms of Reference – clean version B: Revised Draft A&RMC Terms of Reference – with tracked changes C: Proposed Audit & Risk Management Committee Skills and Experience Matrix D: Proposed Eastern Waste Management Authority Code of Conduct for Independent Members of Board Committees

Purpose and Context

The purpose of this report is to present the revised Audit & Risk Management Committee Terms of Reference for the Committee's review and consideration following the amendments requested at the special meeting of 13 August 2026. The revised draft now incorporates a Skills and Experience Matrix to support the composition of the Committee and a Committee-specific Code of Conduct to clarify the standards of behaviour, independence and governance expected of Independent Committee Members.

Recommendation

That the Audit & Risk Management Committee:

1. ***notes the revised draft Audit and Risk Management Committee Terms of Reference inclusive of a Committee Skills and Experience Matrix and the Eastern Waste Management Authority Code of Conduct for Independent Committee Members.***
2. ***endorses the proposed draft amendments to the Audit & Risk Management Committee Terms of Reference as shown in Attachment A, Item 9.8, Audit & Risk Management Committee Meeting, 16 September 2026 and recommends the revised draft Terms of Reference to the East Waste Board for adoption.***
3. ***endorses the proposed East Waste Audit & Risk Management Committee Skills and Experience Matrix*** *(Attachment C, Item 9.8, Audit & Risk Management Committee Meeting, 16 September 2026)* ***and recommends the proposed Committee Skills and Experience Matrix to the East Waste Board for adoption.***
4. ***endorses the Eastern Waste Management Authority Code of Conduct for Independent Committee Members*** *(Attachment D, Item 9.8, Audit & Risk Management Committee Meeting, 16 September 2026).*

5. ***notes clauses relating to the requirement to submit Primary and Ordinary Returns will come into effect on the finalisation of the review of the East Waste Charter.***
6. ***recommends the Eastern Waste Management Authority Code of Conduct for Independent Committee Members to the East Waste Board for adoption.***
7. ***notes that on adoption by the East Waste Board, the Eastern Waste Management Authority Code of Conduct for Independent Committee Members** (Attachment D, Item 9.8, Audit & Risk Management Committee Meeting, 16 September 2026) **will be provided to new Independent Committee Members as part of their induction program.***

Strategic Link

Objective 5. Provide Leadership

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

Background

The East Waste Audit & Risk Management Committee (the Committee) is established by the East Waste Board (the Board) in accordance with clause 31 of the *Eastern Waste Management Authority Charter* and Schedule 2, clause 30 of the *Local Government Act 1999* (the Act).

The purpose of the Committee is to provide independent assurance and advice to the Board on accounting, financial management, internal controls, risk management, and governance matters.

The Committee's Terms of Reference define its purpose, scope, authority, and membership.

The Committee reports to the Board and provides advice and recommendations on matters within its Terms of Reference and statutory functions, thereby supporting informed decision-making and the effective discharge of the Board's responsibilities.

During the review of the East Waste Charter (Charter), it was found that the existing Terms of Reference were not fully consistent with the Charter. Amendments have therefore been prepared to address those inconsistencies and update related governance provisions. The report also seeks the Committee's endorsement of the proposed amendments for recommendation to the East Waste Board.

Discussion

The Committee reviewed a draft revised version of the Audit & Risk Management Committee Terms of Reference at their special meeting of 13 August 2026. The amendments presented focused on statutory compliance, recruitment procedures including the introduction of a Nomination Committee and document accuracy.

The Committee requested several amendments to the revised draft Committee ToR, the most notable being:

1. **Amendments to ensure appointment authority is clearly defined within the document and address inconsistencies in the track-changed documentation.**

The requested amendments have been incorporated. A clean version of the revised draft Committee Terms of Reference can be found at **Attachment A** and a track-changes version of the current Committee Terms of Reference can be found at **Attachment B** to this report.

2. **Development of a collective skills and experience matrix to guide the Nominations Committee during future vacancies.**

   The proposed East Waste Audit & Risk Committee Skills and Experience Matrix (**Attachment C**) is designed to help the East Waste Board assess the collective capability of the Audit & Risk Management Committee against its core oversight responsibilities. It reflects the requirements of the Committee's role in financial reporting, financial management, internal controls, risk management, governance, and internal and external audit, together with relevant capability areas arising from East Waste's operating environment.

3. **Creation of a Code of Conduct specifically for Independent Members of Board Committees**

   The proposed Eastern Waste Management Authority Code of Conduct for Independent Members of Board Committees (Code) (**Attachment D**) differs from the Board Director Code of Conduct as it is tailored specifically to Independent Committee Members, whose role is to provide independent advice, oversight and specialist expertise within the scope of a Committee's Terms of Reference, rather than to govern East Waste as Board Directors. While it adopts the same core standards of honesty, diligence, respectful conduct, confidentiality and conflict management, it places greater emphasis on independence of judgement and Committee responsibilities, reflecting the distinct advisory and oversight role of Independent Members. Copies of the Code will be provided to Independent Directors as part of their Committee onboarding.

4. **Application of section 72 of the *Local Government Act 1999* regarding the lodgment of Primary and Annual Returns.**

   Felice D'Agostino, Partner at Norman Waterhouse Lawyers, advised that although section 72 of the *Local Government Act 1999* does not apply to Independent Committee Members Members) the Authority should request Members to submit primary and ordinary returns as these disclosures promote transparency, accountability and public confidence in decision-making. The requirement that Independent Committee Members submit Primary and Ordinary and Annual Returns will be included in the East Waste Charter as part of the current review process. The decision as to whether this becomes a standing requirement is at the discretion of the Constituent Councils.

   By properly declaring relevant interests, Committee Members help ensure that actual, potential or perceived conflicts are identified and managed appropriately, protecting both the integrity of the Committee's work and the reputation of East Waste. Ms D'Agostino considered this requirement particularly relevant to Independent Members of the Audit & Risk Management Committee because of the oversight nature of their role.

   Being cognisant that some Independent Members may be uncomfortable supplying personal information, Ms D' Agostino advised that in this instance it was appropriate that Returns be managed in accordance with the process set out at Chapter 7, Part 4, Division 1, Subdivision 2 of the *Local Government Act 1999* i.e. in the same manner as the Returns of council employees as follows:

- Primary Returns will be required to be submitted to the General Manager of East Waste by Independent Members within 30 days of appointment, not being a reappointment.
- Ordinary Returns will be required to be submitted to the General Manager of East Waste by Independent Members on or within 60 days after 30 June in each year.
- Returns will be provided in the format as prescribed by the Act and contain the prescribed information.
- A person who has submitted a Return in compliance with the East Waste Charter may at any time submit a change or variation in the information appearing in the Register in respect to the person or a member of their family.
- Copies of the Returns of Independent Members will be kept in a register inside a locked cabinet and will not be made available for public viewing.
- Should an Independent Member not submit a Return within the required timeframe the General Manager shall notify the person in writing of that fact.
- Should the Return remain outstanding after a period of one month, the person’s position on the Committee shall be declared vacant.

Board Directors are the only people who may access the information contained on the Returns and then only by prior appointment with the General Manager of East Waste. The information contained in the Returns may not be reproduced.

The Returns of Board Directors and Deputy Directors are compiled into a Register which is then submitted to all of the Constituent Council Chief Executive Officers and placed on the East Waste website. Each individual Director provides permission to East Waste to manage their Returns in this manner.

In addition, minor formatting, drafting, and grammatical changes have been made to improve clarity and readability.

Conclusion

The proposed amendments to the Audit & Risk Management Committee Terms of Reference with the inclusion of the skills and experience matrix and bespoke Code of Conduct present a positive update to the Committee's governance framework. In particular, the revised provisions relating to Chair capability, recruitment method, nomination arrangements and member tenure are appropriate and support contemporary governance practice.

EastWaste

Version No:	**3**
Issued:	
Next Review:	

Terms of Reference

Audit & Risk Management Committee

1. Establishment and Purpose

1.1. The East Waste Audit & Risk Management Committee (the Committee) has been established by the East Waste Board (the Board) in accordance with clause 31 of the Eastern Waste Management Authority Charter (as gazetted on 28 June 2022) and Schedule 2, clause 30 of *the Local Government Act 1999* (the Act).

1.2. The purpose of the Committee is to provide independent assurance and advice to the East Waste Board on accounting, financial management, internal controls, risk management, and governance matters.

1.3. The Committee reports to the Board and provides appropriate advice and recommendations on matters relevant to its Terms of Reference and statutory functions to facilitate informed decision making in relation to the discharge of the Board's responsibilities.

2. Definitions

Unless the context indicates otherwise, the following terms have the following meanings

in these Terms of Reference:

Act means the *Local Government Act 1999.*

Board means the Board of Directors of the Eastern Waste Management Authority.

Chair means the chair of the Committee, appointed in accordance with clause 5 of these Terms of Reference.

Code means the East Waste Code of Practice – Procedures at Meetings or any replacement Code adopted by the Board for the purpose of the *Local Government (Procedures at Meetings) Regulation 2013.*

Committee means the Audit & Risk Management Committee established by resolution of the East Waste Board, to be governed by these Terms of Reference.

Member means a member of the Committee.

Nomination Committee means means the committee established by the East Waste Board to assess applications for appointment to the Audit & Risk Management Committee and to recommend preferred candidates to the Board.

Regulations include the *Local Government (Financial Management) Regulations 2011* and *Local Government (Procedures at Meetings) Regulations 2013.*

3. Functions of the Committee

The primary function of the Committee is to provide independent assurance and advice to the Board on accounting, financial management, internal controls, risk management and governance matters.

In particular the Committee will oversee the following:

3.1. Financial Reporting and Sustainability

3.1.1. Review the annual financial statements to ensure that they provide a true and fair view of the state of affairs of East Waste**.**

3.1.2. Review the adequacy of the accounting, internal control, reporting and other financial management systems and practices of East Waste on a regular basis.

3.1.3. Propose and provide information relevant to, a review of East Waste's Business Plan, strategic management plans and annual business plans including, but not limited to:

3.1.3.1. The Annual Report including the Annual Financial Statements and application of accounting policies and provide an opinion to the Board on whether they present fairly the state of affairs of East Waste and where appropriate, recommend the approval of any material to be included in the Annual Report concerning internal controls and risk management.

3.1.3.2. Providing recommendations to the Board regarding the assumptions, financial ratios and financial targets in the Long Term Financial Plan.

3.1.4. Provide commentary and advice on the financial sustainability of East Waste and any risks concerning, and as part of the adoption of the Business Plan, Strategic Plans, Long Term Financial Plan, Annual Plan and Budget and periodic Budget Reviews.

3.1.5. Review and make recommendations to the Board regarding any other significant financial, accounting, and reporting issues deemed necessary by the Committee, East Waste or Administration.

3.1.6. Consider and provide comment on the financial and risk-related issues associated with any business referred to it by the Board for such comment.

3.2. Internal Controls and Risk Management

3.2.1. Monitor, review and evaluate the effectiveness of policies, systems and procedures established and maintained to identify, assess, monitor, manage and review financial and strategic operational risks.

3.2.2. Monitor and review the effectiveness of East Waste's internal control environment.

3.2.3. Monitor and review the effectiveness of East Waste's internal audit function.

3.3. Internal Audit

3.3.1. Oversee the planning, scope, and review of East Waste's Internal Audit Work Plan, ensuring alignment with the requirements of the Internal Audit Charter.

3.3.2. Review and provide feedback on internal audit reports, findings, and recommendations, together with management responses and reports prepared by East Waste Administration.

3.3.3. Monitor the implementation of internal audit recommendations and management actions, including oversight of any overdue or unresolved matters.

3.3.4. Oversee the performance of the internal auditor and ensure the appointment and engagement process complies with applicable procurement policies and procedures.

3.4. External Audit

Oversee East Waste's engagement with the external auditor including but not limited to:

3.4.1. assessing the external auditor's qualifications and expertise.

3.4.2. recommending the approval of the external auditor's remuneration and terms of engagement to East Waste.

3.4.3. assessing the external auditor's independence and objectivity and monitoring the external auditor's compliance with legislative requirements on the rotation of audit partners.

3.4.4. considering and making recommendations to the Board concerning the appointment, reappointment and removal of the East Waste's external auditor.

3.4.5. if an auditor resigns, the Committee shall investigate the issues leading to this and decide whether any action is required.

3.4.6. liaise with East Waste's external auditor.

3.4.7. review and make recommendations on the Annual Audit Plan, and in particular its consistency with the scope of the external audit engagement as well as the internal audit plan.

3.4.8. reviewing the findings of the audit, paying particular attention to any accounting and audit judgements, any adjusted or unadjusted differences and any other significant issues arising from the audit.

3.4.9. reviewing any representation letter requested by the external auditor before they are signed by management.

3.4.10. reviewing Administration's response to reviews, recommendations and audit letters provided by the External Auditor.

3.5. Other Functions of the Committee

3.5.1. Propose examinations and review examination reports on any matter relating to financial management, or the efficiency and economy with which the Board manages or uses its resources to achieve its objectives, that would not otherwise be addressed or included as part of annual audit and that is considered by the Board to be of such significance as to justify an examination under ~~section 130A of the Act.~~

3.5.2. Review any report obtained by the East Waste Board under section 48(1) of the Act in accordance with East Waste's Prudential Management Policy, practices and procedures.

3.5.3. Monitor the responsiveness of recommendations for improvement based on previous audits and risk assessments, including those raised by the Board's auditor.

3.5.4. Review East Waste's arrangements and processes for its employees to raise concerns, in confidence, about possible wrongdoing in financial reporting or other matters. The Committee shall ensure these arrangements allow independent investigation of such matters and appropriate follow-up action.

3.5.5. Perform any other function determined by the Board or prescribed by the Regulations.

4. Committee Membership

4.1 Committee Structure

4.1.1 The Committee shall consist of five (5) Members:

- An Independent Chair. ~~Board~~
- Two (2) Independent Members. ~~Board~~
- One (1) Director of the East Waste Board.
- The Independent Chair of the East Waste Board.

4.1.2 Members of the Committee, collectively, must have skills, knowledge, and experience relevant to the functions of the Committee, including financial management, risk management, governance, as well as any other prescribed matters and must satisfy the requirements of the Skills and Experience Matrix at Appendix A.

4.2. Recruitment and Selection of Committee Members

4.2.1 The Independent Chair of the Committee

- The recruitment and shortlisting of the position of Independent Chair of the Committee will be undertaken by an external recruitment agency. The agency shall be engaged by the General Manager in accordance with East Waste's Procurement Policy.
- The agency shall provide a short list of suitably qualified candidates for the consideration of the Nomination Committee.
- The Nominations Committee shall interview the short listed applicants and recommend a preferred candidate to the East Waste Board.
- The East Waste Board having considered the matter shall make a recommendation of appointment to the Constituent Councils.

4.3 Role of the Chair

The Chair is to

4.3.1 Oversee the orderly conduct of meetings in accordance with the Act, the Regulations and the Code.

4.3.2 Ensure that all Members have an opportunity to participate in discussions in an open and responsible manner.

4.3.3 Liaise with East Waste Administration between meetings regarding the preparation of the Committee's agenda and minutes.

4.3.4 Communicate directly with the internal auditor where required, in relation to internal audit plans, results, and recommendations proposed by the internal auditor.

4.3.5 Execute, along with the General Manager, the 'Independence of External Audit' certification required under the Regulations as part of the end of financial year audit process.

4.4 Independent Members of the Committee

4.4.1 The recruitment of Independent Members is to be undertaken by the General Manager through an expression of interest process using online recruitment methods.

4.4.2 The Nomination Committee will assess the applications and recommend to the Board the preferred candidate for appointment to the Committee, with reference to the current make-up of the Committee and skills and experience outlined in clause 4.1.2 of this Terms of Reference.

4.4.3 The East Waste Board having considered the matter shall make a recommendation of appointment to the Committee to the Constituent Council

4.5 Board Director

4.5.1 The appointment process for appointing a Board Director to the Committee shall be in accordance with the nomination process set out in the Code.

4.6 Independent Chair of the East Waste Board

4.6.1 In accordance with the requirements of the East Waste Charter, the Independent Chair of the East Waste Board is an ex-officio appointment to the Committee.

4.6.2 The position carries the same rights and privileges as those afforded to other Committee Members.

4.7 Deputy Chair

4.7.1 The Committee may make an appointment from amongst its Members to the position of Deputy Chair.

4.7.2 The Deputy Chair assumes the role and responsibilities of the Chair in the absence of the Chair.

4.7.3 If the Chair is absent from a meeting of the Committee, and a Deputy Chair has not been appointed or is also absent, an Independent Member will be chosen to preside at the meeting in accordance with the Code.

4.8 Term of Appointment of Committee Members

4.8.1 Appointments to the Committee, with the exception of the Independent Chair of the East Waste Board, shall be made by unanimous decision of the Constituents Council following a recommendation from the East Waste Board

4.8.2 The term of the appointment for Independent Members, subject to the Act and these Terms of Reference, shall be a period of two years, after which time they will be eligible for re-appointment for a maximum of three two-year terms; being six (6) years in total.

4.8.3 Independent members may reapply for a position on the Committee via an expression of interest process as detailed in clause 4.4.1.

4.8.4 Board Directors are appointed to the Committee for a two (2) year term to ensure an orderly rotation and continuity of membership.

4.9 Removal and Cessation of Committee Members

4.9.1 A person ceases to be a Member of the Committee upon any of the following circumstances occurring:

- the Member's term of office expires and they are not reappointed.
- the Member resigns by written notice to the Board.
- the Member ceases to hold the office which entitles them to be a Member.
- the Member dies or becomes of unsound mind.

4.9.2 Any Member of the Committee may be removed by the Constituent Councils on the grounds that the Member has been absent without leave from three (3) or more consecutive meetings or is not performing duties as required within the objectives and functions of the Committee.

4.9.3 Nothing in these Terms of Reference gives rise to any right of procedural fairness or otherwise derogates from the Constituent Council's ability to remove a Member of the Committee by resolution.

5. Sitting and Professional Fees

5.1. Independent Members of the Committee will receive a sitting fee determined by the Board.

5.2. Sitting fees will be reviewed and set by the Board at the time of the preparation of the Annual Budget having consideration for the Remuneration Tribunal of South Australia's Determination for Local Government Council Members and CEOs and budgeted CPI.

5.3. Professional fees may be paid for the advice and attendance of the person primarily responsible for the internal audit function, External Auditors, legal advisors and other professionals at the Committee Meetings.

5.4. Board Directors appointed to the Committee do not receive a sitting fee.

6. Meetings

6.1. Frequency of Meetings

6.1.1 The Committee shall meet at least once per quarter.

6.1.2 A schedule of meetings, including, place, date and time meetings of the Committee will be held, shall be determined by the Committee annually.

6.1.3 The General Manager is permitted the authority to vary the Committee's meeting schedule having first consulted the Chair of the Committee. ~~with the Chair~~

6.1.4 Special meetings of the Committee may be called in accordance with the Charter.

6.2 Notice of Meetings

6.2.1 In accordance with the Charter, and the Code a notice of each meeting confirming the venue, time, and date, together with an agenda of items to be discussed, shall be forwarded to each Member of the Committee no later than three (3) clear days before the date of the meetings. Supporting papers shall, whenever possible, be sent to Committee Members (and to other attendees as appropriate) at the same time.

6.2.2 Notice of Special Meetings shall be provided at least 24 hours in advance in accordance with the Code.,

6.2.3 Notice of meeting, agenda and supporting information will be placed on the East Waste website.

6.3 Meeting Procedures

6.3.1 Meetings will be conducted in accordance with East Waste's Code of Practice – Procedures at Meetings.

6.3.2 Members of the public can attend Committee meetings unless prohibited by resolution of the Committee in accordance with section 90(2) of the Act.

6.3.3 A Member of the Committee may attend via electronic means provided that advance notice has been provided to the General Manager facilities are available and the Committee Member can be seen and clearly heard.

6.4 Voting

6.4.1 Only members of the Committee are entitled to vote in Committee meetings. Unless otherwise required by the Act not to vote, each Member must vote on every matter that is before the Committee for decision. The Chair has a deliberative vote but does not, in the event of an equality of votes, have a casting vote.

6.4.2 All decisions of the Committee shall be made based on the majority decision of the Members present.

6.4.3 If a vote is tied, the matter is considered lost.

6.5 Meeting Minutes

6.5.1 Conflict of Interest declarations are required pursuant to sections 73 – 75D of the Act and will be recorded in the minutes.

6.5.2 The General Manager shall ensure that minutes are kept of the proceedings and resolutions of all meetings of the Committee and that the minutes comply with the requirements of the Charter and the Code.

6.5.3 Minutes of Committee meetings shall be circulated within seven (7) days after a meeting to all Members of the Committee.

6.5.4 Minutes of the Committee meeting will be placed on the East Waste website.

7 Other Responsibilities

Without derogating from any of the above provisions, the Committee:

7.1 Shall always act in accordance with the East Waste Charter, the Act, , the Eastern Waste Management Authority Committee Code of Conduct (Appendix 2) and in accordance with these Terms of Reference in the performance of its functions**.**

7.2 The Committee shall prepare an annual report on the work of the Committee for the 12 months preceding the report, present that report to the Board in July each year, and make it publicly available through the East Waste Annual Report.

7.3 Undertake an annual self-assessment to evaluate its effectiveness against these Terms of Reference.

8 Tenure

The Committee will continue in existence in accordance with the Act.

9 Legislation

Local Government Act 1999

Local Government (Financial Management) Regulations 2011

Local Government (Procedures at Meetings) Regulations 2013

10 Related Documents

Eastern Waste Management Authority Charter (as amended)

Eastern Waste Management Authority Committee Code of Conduct

East Waste Code of Practice – Procedures at Meetings

11 Review

11.1 The Committee shall, at least every four (4) years, review its Terms of Reference, so that it is operating at maximum effectiveness and recommend any changes it considers necessary to the Board for approval.

11.2 The Board may review and amend these Terms of Reference at any time.

12 Record of Adoption

Signed
General Manager

Date

Signed
Chair of East Waste Board

Date

13 Document History

Version No:	Issue Date:	Description of Change:
1.0		
2.0	21/11/2024	Content updated and placed in new format
3.0	13/08/2026	Appointment of Members aligned with requirements of the East Waste Charter; formation of Nomination Committee for Independent Appointments, inclusion of reference to the Eastern Waste Management Authority Board Code of Conduct, minor formatting and grammatical amendments.

EastWaste

Version No:	**2**
Issued:	21/11/24
Next Review:	21/1/27

Terms of Reference

Audit & Risk Management Committee

1. Establishment and Purpose

1.1. The East Waste Audit & Risk Management Committee (the Committee) has been established by the East Waste Board (the Board) in accordance with clause 31 of the Eastern Waste Management Authority Charter (as gazetted on 28 June 2022) and Schedule 2, clause 30 of *the Local Government Act 1999* (the Act).

1.2. The purpose of the Committee is to provide independent assurance and advice to the East Waste Board on accounting, financial management, internal controls, risk management, and governance matters.

1.3. The Committee reports to the Board and provides appropriate advice and recommendations on matters relevant to its Terms of Reference and statutory functions to facilitate informed decision making in relation to the discharge of the Board's responsibilities.

2. Definitions

Unless the context indicates otherwise, the following terms have the following meanings

in these Terms of Reference:

Act means the *Local Government Act 1999.*

Board means the Board of Directors of the Eastern Waste Management Authority.

Chair~~person~~ means the chair~~person~~ of the Committee, appointed in accordance with clause 5 of these Terms of Reference.

Code ~~of Practice –Procedures at Meetings~~ means the East Waste ~~Board's~~ Code of Practice – Procedures at Meetings ~~Meeting Procedures~~ or any replacement Code ~~of Practice~~ adopted by the Board for the purpose of the *Local Government (Procedures at Meetings) Regulation 2013.*

Committee means the Audit & Risk Management Committee established by resolution of the East Waste Board, to be governed by these Terms of Reference.

Member means a member of the Committee.

Nomination Committee means means the committee established by the East Waste Board to assess applications for appointment to the Audit & Risk Management Committee and to recommend preferred candidates to the Board.

Regulations includes the *Local Government (Financial Management) Regulations 2011* and *Local Government (Procedures at Meetings) Regulations 2013.*

3. Functions of the Committee

The primary function of the Committee is to provide independent assurance and advice to the Board on accounting, financial management, internal controls, risk management and governance matters.

In particular the Committee will oversee the following:

3.1. Financial Reporting and Sustainability

3.1.1. Review the annual financial statements to ensure that they provide a true and fair view of the state of affairs of East Waste.

3.1.2. Review the adequacy of the accounting, internal control, reporting and other financial management systems and practices of East Waste on a regular basis.

3.1.3. Propose~~,~~ and provide information relevant to, a review of East Waste's Business Plan, strategic management plans and annual business plans including, but not limited to:~~.~~

3.1.3.1. ~~Review~~ T~~t~~he Annual Report including the Annual Financial Statements and application of accounting policies and provide an opinion to the Board on whether they present fairly the state of affairs of East Waste and where appropriate, recommend the approval of any material to be included in the Annual Report concerning internal controls and risk management.

3.1.3.2. Providing ~~Review and make~~ recommendations to the Board regarding the assumptions, financial ratios and financial targets in the Long Term Financial Plan.

3.1.4. Provide commentary and advice on the financial sustainability of East Waste and any risks concerning, and as part of the adoption of the Business Plan, Strategic Plans, Long Term Financial Plan, Annual Plan and Budget ~~-~~and periodic Budget Reviews.

3.1.5. Review and make recommendations to the Board regarding any other significant financial, accounting, and reporting issues deemed necessary by the Committee, East Waste or Administration.

3.1.6. Consider and provide comment on the financial and risk-related issues associated with any business referred to it by the Board for such comment.

3.2. Internal Controls and Risk Management

3.2.1. Monitor, review and evaluate the effectiveness of policies, systems and procedures established and maintained to identify, assess, monitor, manage and review financial and strategic operational risks.

3.2.2. Monitor and review the effectiveness of East Waste's internal control environment.

3.2.3. Monitor and review the effectiveness of East Waste's internal audit function.

3.3. Internal Audit

Commented [VD1]: Content updated

3.3.1. Oversee the planning, scope, and review of East Waste's Internal Audit Work Plan, ensuring alignment with the requirements of the Internal Audit Charter.

3.3.2. Review and provide feedback on internal audit reports, findings, and recommendations, together with management responses and reports prepared by East Waste Administration.

3.3.3. Monitor the implementation of internal audit recommendations and management actions, including oversight of any overdue or unresolved matters.

3.3.4. Oversee the performance of the internal auditor and ensure the appointment and engagement process complies with applicable procurement policies and procedures.

~~3.3.1. Provide oversight of planning and scoping of the internal audit work plan and review and comment on reports provided by the person primarily responsible for the internal audit function.~~

~~3.3.2. Monitor the responsiveness to recommendations for improvements based on previous audits and risk assessments, including those raised by East Waste's auditor.~~

3.4. External Audit

Oversee East Waste's engagement with the external auditor including but not limited to:

3.4.1. assessing the external auditor's qualifications and expertise.

3.4.2. recommending the approval of the external auditor's remuneration and terms of engagement to East Waste.

3.4.3. assessing the external auditor's independence and objectivity and monitoring the external auditor's compliance with legislative requirements on the rotation of audit partners.

3.4.4. considering and making recommendations to the Board concerning the appointment, reappointment and removal of the East Waste's external auditor.

3.4.5. if an auditor resigns, the Committee shall investigate the issues leading to this and decide whether any action is required.

3.4.6. liaise with East Waste's external auditor.

3.4.7. review and make recommendations on the Annual Audit Plan, and in particular its consistency with the scope of the external audit engagement as well as the internal audit plan.

3.4.8. reviewing the findings of the audit, paying particular attention to any accounting and audit judgements, any adjusted or unadjusted differences and any other significant issues arising from the audit.

3.4.9. reviewing any representation letter requested by the external auditor before they are signed by management.

3.4.10. reviewing Administration's response to reviews, recommendations and audit letters provided by the External Auditor.

3.5. Other Functions of the Committee~~Matters~~

3.5.1. Propose examinations and review examination reports on any matter relating to financial management, or the efficiency and economy with which the Board manages or uses its resources to achieve its objectives, that would not otherwise be addressed or included as part of annual audit and that is considered by the Board to be of such significance as to justify an examination under ~~section 130A of the Act.~~

3.5.2. Review any report obtained by the East Waste Board under section 48(1) of the Act in accordance with East Waste's Prudential Management Policy, practices and procedures.

3.5.3. Monitor the responsiveness of recommendations for improvement based on previous audits and risk assessments, including those raised by the Board's auditor.

3.5.4. Review East Waste's arrangements and processes for its employees to raise concerns, in confidence, about possible wrongdoing in financial reporting or other matters. The Committee shall ensure these arrangements allow independent investigation of such matters and appropriate follow-up action.

3.5.5. Perform any other function determined by the Board or prescribed by the Regulations.

4. Committee Membership

Commented [VD2]: This section has been sorted into sub- headings to group like matters and improve readability

~~**4.1. Members of the Committee shall be appointed by the Board in accordance with these Terms of Reference.**~~

4.1 Committee Structure

4.1.1 The Committee shall consist of five (5) Members:

- ~~4.1.1.~~ An Independent Chair~~person~~. ~~determined by the Board to have the necessary chairing skills and experience relevant to the functions of the committee.~~
- ~~4.1.2.~~ Two (2) Independent Members. ~~determined by the Board to have experience relevant to the functions of the Committee.~~
- One (1) ~~Member~~ Director of the East Waste Board. ~~determined by the Board to have experience relevant to the functions of the Committee.~~
- The Independent Chair of the East Waste Board.

4.1.2 Members of the Committee ~~(when considered as a whole)~~, collectively, must have skills, knowledge, and experience relevant to the functions of the Committee, including financial management, risk management, governance, ~~and~~ as well as any other prescribed matters and must satisfy the requirements of the Skills and Experience Matrix at Appendix A.

4.2. Recruitment and Selection of Committee Members

4.2.1 The Independent Chair of the Committee

- The recruitment and shortlisting of the position of Independent Chair of the Committee will be undertaken by an external recruitment agency. The agency shall be engaged by the General Manager in accordance with East Waste's Procurement Policy.
- The agency shall provide a short list of suitably qualified candidates for the consideration of the Nomination Committee.
- The Nominations Committee shall interview the short listed applicants and recommend a preferred candidate to the East Waste Board.
- The East Waste Board having considered the matter shall make a recommendation of appointment to the Constituent Councils.

4.3 Role of the Chair

The Chair~~person~~ is to

4.3.1 Oversee the orderly conduct of meetings in accordance with the Act, the Regulations and the Code. ~~of Practice - Procedures at Meetings.~~

Commented [VD3]: Code is a defined word.

4.3.2 Ensure that all Members have an opportunity to participate in discussions in an open and responsible manner.

4.3.3 Liaise with East Waste A~~a~~dministration between meetings regarding the preparation of the Committee's agenda and minutes.

- ~~Nominate a Member of the Committee who is also a Member of the Board to present the unconfirmed minutes of Committee meetings.~~

4.3.4 Communicate directly with the internal auditor where required, in relation to internal audit plans, results, and recommendations proposed by the internal auditor.

Commented [VD4]: Proposed clause

4.3.5 Execute, along with the General Manager, the 'Independence of External Audit' certification required under the Regulations as part of the end of financial year audit process.

4.4 Independent Members of the Committee

4.4.1 The recruitment of Independent Members is to be undertaken by the General Manager through an expression of interest process using online recruitment methods.

4.4.2 The Nomination Committee will assess the applications and recommend to the Board the preferred candidate for appointment to the Committee, with reference to the current make-up of the Committee and skills and experience outlined in clause 4.1.2 of this Terms of Reference.

~~4.3.2~~4.4.3 The East Waste Board having considered the matter shall make a recommendation of appointment to the Committee to the Constituent Council

4.5 Board Director

4.5.1 The appointment process for appointing a Board Director to the Committee shall be in accordance with the nomination process set out in the Code.

4.6 Independent Chair of the East Waste Board

4.6.1 In accordance with the requirements of the East Waste Charter, the Independent Chair of the East Waste Board is an ex-officio appointment to the Committee.

4.6.2 The position carries the same rights and privileges as those afforded to other Committee Members.

4.7 Deputy Chair

4.6.3 The Committee may make an appointment from amongst its Members to the position of Deputy Chair.

4.6.4 The Deputy Chair assumes the role and responsibilities of the Chair in the absence of the Chair.

~~1.~~4.6.5 If the Chair is absent from a meeting of the Committee, and a Deputy Chair has not been appointed or is also absent, an Independent Member will be chosen to preside at the meeting in accordance with the Code.

4.8 Term of Appointment of Committee Members

4.8.1 Appointments to the Committee, with the exception of the Independent Chair of the East Waste Board, shall be made by unanimous decision of the Constituents Council following a recommendation from the East Waste Board

4.8.2 The term of the appointment for Independent Members, subject to the Act and these Terms of Reference, shall be a period of two years, after which time they will be eligible for re-appointment for a maximum of three two-year terms; being six (6) years in total.

4.8.3 Independent members may reapply for a position on the Committee via an expression of interest process as detailed in clause 4.4.1.

4.8.4 Board Directors are appointed to the Committee for a two (2) year term to ensure an orderly rotation and continuity of membership.

~~4.4 Independent Members are eligible for reappointment at the expiration of their term of office at the sole discretion of the Board. An ndependent Member may be appointed for a maximum of three (3) consecutive terms.~~

~~4.5 An Independent Member who has served three (3) consecutive, two (2) year terms is eligible to reapply two (2) years after the expiry of their three (3) terms unless, appointed by the Board following an expression of interest process.~~

~~A person ceases to be a Member of the Committee upon any of the following circumstances occurring:~~

~~the Member's term of office expires and they are not reappointed.~~

~~the Member resigns by written notice to the Board.~~

~~the Member ceases to hold the office which entitles them to be a Member.~~

~~the Member dies or becomes of unsound mind.~~

~~4.6 Any Member of the Committee may be removed on the grounds that the Member has been absent without leave from three (3) or more consecutive meetings or is not performing duties as required within the objectives and functions of the Committee.~~

~~4.7 Nothing in these Terms of Reference gives rise to any right of procedural fairness or otherwise derogates from the Board's ability to remove a Member of the Committee by resolution.~~

~~**Independent Chairperson**~~

~~**4.2.** The Chairperson will be an Independent Member appointed by the Board for a two (2) year term. The Board may decide, by resolution, to extend the term or reappoint an Independent Member as Chairperson (noting however that the appointment of the Independent Member to the Committee cannot exceed a maximum consecutive period of six (6) years as per clause 4.10).~~

~~**4.3.** The Committee may make an appointment to the position of Deputy Chairperson for a term.~~

~~**4.4** If the Chairperson is absent from a meeting of the Committee an Independent Member will be chosen from those present to preside at the meeting as the Acting Chairperson.~~

4.9 Removal and Cessation of Committee Members

Commented [VD5]: New heading

4.9.1 A person ceases to be a Member of the Committee upon any of the following circumstances occurring:

- the Member's term of office expires and they are not reappointed.
- the Member resigns by written notice to the Board.
- the Member ceases to hold the office which entitles them to be a Member.

the Member dies or becomes of unsound mind.

4.9.2 Any Member of the Committee may be removed by the Constituent Councils on the grounds that the Member has been absent without leave from three (3) or more consecutive meetings or is not performing duties as required within the objectives and functions of the Committee.

4.9.3 Nothing in these Terms of Reference gives rise to any right of procedural fairness or otherwise derogates from the Constituent Council's ability to remove a Member of the Committee by resolution.

~~**4.4.**~~

~~**4.5.** The Chairperson is to~~

~~4.5.1. Oversee the orderly conduct of meetings in accordance with the Act, the Regulations and the Code of Practice - Procedures at Meetings.~~

~~4.5.2. Ensure that all Members have an opportunity to participate in discussions in an open and responsible manner.~~

~~4.5.3. Liaise with East Waste administration between meetings regarding the preparation of the Committee's agenda and minutes.~~

~~4.5.4. Nominate a Member of the Committee who is also a Member of the Board to present the unconfirmed minutes of Committee meetings.~~

~~Execute, along with the General Manager, the 'Independence of External Audit' certification required under the Regulations as part of the end of financial year audit process.~~

~~5.~~

5. Sitting and Professional Fees

5.1. Independent Members of the Committee will receive a sitting fee determined by the Board.

5.2. Sitting fees will be reviewed and set by the Board at the time of the preparation of the Annual Budget having consideration for the Remuneration Tribunal of South Australia's Determination for Local Government ~~Elected~~ Council Members and CEOs and budgeted CPI.~~.~~

5.3. Professional fees may be paid for the advice and attendance of the person primarily responsible for the internal audit function, External Auditors, ~~and~~ legal advisors and other professionals at the Committee Meetings.

5.4. ~~There are no sitting fees for~~ Board Directors ~~Members~~ appointed to the Committee do not receive a sitting fee.~~.~~

~~5~~

6. Meetings

6.1. Frequency of Meetings

6.1.1 The Committee shall meet at least once per quarter.

6.1.2 A schedule of meetings, including, place, date and time meetings of the Committee will be held, shall be determined by the Committee annually.

6.1.3 The General Manager is ~~elegated~~ permitted the authority to vary the Committee's meeting schedule having first consulted the Chair of the Committee. ~~after liaison with the Chairperson.~~

6.1.4 Special meetings of the Committee may be called in accordance with the Charter. ~~Act.~~

6.2 Notice of Meetings

6.2.1 In accordance with ~~section 87 of the Act~~ the Charter, and the Code a notice of each meeting confirming the venue, time, and date, together with an agenda of items to be discussed, shall be forwarded to each M~~m~~ember of the Committee no later than three (3) clear days before the date of the meetings. Supporting papers shall, whenever possible, be sent to Committee Members (and to other attendees as appropriate) at the same time.

~~6.1.1.~~6.2.2 Notice of Special Meetings shall be provided at least 24 hours in advance in accordance with the Code.,

6.2.3 Notice of meeting, agenda and supporting information will be placed on the East Waste website.

~~6.1.2.~~

~~6.2~~6.3 Meeting Procedures

~~6.2.1~~6.3.1 Meetings will be conducted in accordance with East Waste's Code of Practice –Procedures at Meetings.

~~6.2.2~~6.3.2 Members of the public can attend Committee meetings unless prohibited by resolution of the Committee in accordance with section 90(2) of the Act.

~~6.2.3~~6.3.3 A Member of the Committee may attend via electronic means provided that advance notice has been provided to the General Manager ~~and~~ facilities are available and the Committee Member can be seen and clearly heard.

~~6.2.~~6.4 Voting

~~6.2.1.~~6.4.1 Only members of the Committee are entitled to vote in Committee meetings. Unless otherwise required by the Act not to vote, each Member must vote on every matter that is before the Committee for decision. The Chair ~~person~~ has a deliberative vote but does not, in the event of an equality of votes, have a casting vote.

~~6.2.2.~~6.4.2 All decisions of the Committee shall be made based on the majority decision of the Members present.

6.4.3 If a vote is tied, the ~~the matter may be referred back to the Committee (with or without additional information to inform the debate and decision making) or referred to the Board for decision.~~ matter is considered lost.

~~6.3.~~6.5 Meeting Minutes

~~6.3.1.~~6.5.1 Conflict of Interest declarations are required pursuant to sections 73 – 75D of the Act and will be recorded in the minutes.

~~6.2.4~~6.5.2 The General Manager shall ensure that minutes are kept of the proceedings and resolutions of all meetings of the Committee and that the minutes comply with the requirements of the ~~Regulations~~ Charter and the Code.

~~6.3.2.~~6.5.3 Minutes of Committee meetings shall be circulated within seven (7) days after a meeting to all Members of the Committee.

~~6.3.3.~~6.5.4 Minutes of the Committee meeting will be placed on the East Waste website.

~~6~~7 Other Responsibilities

Without derogating from any of the above provisions, the Committee:

~~6.4.~~7.1 Shall always act in accordance with the East Waste Charter, the Act, ~~the Regulations~~, the Eastern Waste Management Authority Committee Code of Conduct (Appendix 2) and in accordance with these Terms of Reference in the performance of its functions**.**

7.2 The Committee shall prepare an annual report on the work of the Committee for the 12 months preceding the report, present that report to the Board in July each year, and make it publicly available through the East Waste Annual Report.

~~6.5. Shall prepare an annual report on the work of the Committee in the 12 months preceding the preparation of the report, to be presented to the Board in August of each year and to be made publicly available via the East Waste Annual Report.~~

~~6.6.~~7.3 Undertake an annual self-assessment to evaluate its effectiveness against these Terms of Reference.

~~7~~8 Tenure

The Committee will continue in existence in accordance with the Act.

~~8~~9 Legislation

Local Government Act 1999

Local Government (Financial Management) Regulations 2011

Local Government (Procedures at Meetings) Regulations 2013

~~9~~10 Related Documents

Eastern Waste Management ~~Charter~~Authority Charter (as amended)

Eastern Waste Management Authority Committee Code of Conduct

East Waste Code of Practice – Procedures at Meetings

~~10~~11 Review

~~10.1~~11.1 The Committee shall, at least every four (4) years, review its Terms of Reference, so that it is operating at maximum effectiveness and recommend any changes it considers necessary to the Board for approval.

11.2 The Board may review and amend these Terms of Reference at any time.

12 Record of Adoption

Signed	Signed
General Manager	Chair of East Waste Board
Date	Date

~~7.~~13 Document History

Version No:	Issue Date:	Description of Change:
1.0		
2.0	21/11/2024	Content updated and placed in new format
3.0	13/08/2026	Appointment of Members aligned with requirements of the East Waste Charter; formation of Nomination Committee for Independent Appointments, inclusion of reference to the Eastern Waste Management Authority Board Code of Conduct, minor formatting and grammatical amendments.

East Waste Audit & Risk Management Committee Skills and Experience Matrix

Purpose

This matrix is designed to help the Board assess the collective capability of the Audit & Risk Management Committee against its core oversight responsibilities. It reflects published material on the Committee's role in financial reporting, financial management, internal controls, risk management, governance, and internal and external audit, together with relevant capability areas arising from East Waste's operating environment.

Committee composition

The matrix should therefore be applied across the following membership structure: Board Chair (ex officio), Independent Committee Chair, two independent members, and one additional Board Director.

Proficiency scale

- Level 0 - No meaningful experience in this area.
- Level 1 - Basic literacy; able to understand issues and ask informed questions.
- Level 2 - Working proficiency; able to analyse issues and contribute confidently.
- Level 3 - Deep expertise; able to lead discussion and provide robust challenge.

Skills matrix

Skill domain	Why it matters for East Waste	Board Chair (ex officio)	Independent Committee Chair A	Independent Member B	Independent Member C	Board Director
Financial reporting and annual financial statements	Review annual financial statements and assess whether they fairly present East Waste's financial position and performance.					
Financial management and long-term financial planning	Oversight of budget review, long-term financial plan, financial sustainability and resilience.					
Risk management framework	Oversight of strategic, operational and emerging risks, including adequacy of mitigation and reporting to the Board.					
Internal controls and assurance	Assess adequacy of accounting, reporting, delegations and broader control systems.					
Internal audit	Approve scope, review findings, monitor management actions and assess assurance coverage.					
External audit and auditor liaison	Engage effectively with external auditors and interpret findings and recommendations.					
Governance and public-sector accountability	Operate effectively under the Local Government Act 1999, subsidiary governance arrangements and committee terms of reference.					
Waste, fleet and resource recovery operations	Understand collection operations, fleet, depot, service delivery and operational risk drivers relevant to East Waste.					

Skill domain	Why it matters for East Waste	Board Chair (ex officio)	Independent Committee Chair A	Independent Member B	Independent Member C	Board Director
Procurement, tendering and prudential review	Relevant to major tenders, contract risk, procurement governance and prudential review of significant projects.					
Legal and regulatory compliance	Awareness of waste, environmental, procurement, records, confidentiality and related compliance obligations.					
Information technology and cyber controls	Oversight of data security, backups, monitoring protocols and technology control risks.					
Fraud control, integrity and ethical culture	Support a strong control environment, misconduct prevention and reporting integrity.					
Work health and safety risk oversight	Important in a fleet, depot and contractor operating environment.					
Stakeholder and member-council environment	Understand the multi-council governance environment, stakeholder risk and Board context.					
Chairing, judgement and constructive challenge	Needed for agenda discipline, independent judgement, effective questioning and escalation to the Board.					

Use notes

- The matrix is intended to assess collective capability rather than require every Member to hold deep expertise in every domain.
- Any gaps identified should inform future appointments, succession planning and committee development priorities.
- A separate independence and conflicts assessment should be used alongside this matrix when considering appointments or reappointments.

Source basis

Prepared from East Waste governance material and associated public-sector audit committee guidance, including published minutes and governance documents referring to the Committee's functions, membership and oversight responsibilities.

Eastern Waste Management Authority Code of Conduct for Independent Members of Board Committees

September 2026

Purpose

This Code of Conduct (Code) is to be observed by all Independent Members of Committees established by the Eastern Waste Management Authority, trading as East Waste.

East Waste is a regional subsidiary established by Adelaide Hills Council, the City of Burnside, Campbelltown City Council, the City of Mitcham, the City of Norwood, Payneham & St Peters, the City of Prospect, the City of Unley and the Corporation of the Town of Walkerville for the purpose of the collection and disposal of waste, primarily within the areas of the Constituent Councils.

Independent Members must comply with the provisions in this Code in carrying out their functions as public officials and committee members. It is the individual's responsibility to ensure they are familiar with, and comply with, the standards in this Code at all times.

The standards set forth in this Code are supplementary to any legal requirements outlined in the *Local Government Act 1999* or any other applicable Acts, Regulations, Charter provisions, Terms of Reference, or East Waste policies relevant to Independent Members in carrying out their functions, roles and responsibilities.

Part 1 – Behavioural Code

The following behaviour is considered essential to upholding the principles of good governance in East Waste Committees.

1. General Behaviour

Members must:

1.1 at all times act with reasonable care and diligence in the performance and discharge of official functions and duties.

1.2 at all times act honestly in the performance and discharge of official functions and duties.

1.3 act in a way that generates Board, Constituent Council, and community trust and confidence in East Waste.

1.4 act in a reasonable, just, respectful and non-discriminatory way with all people.

1.5 exercise independent judgement and provide impartial and objective advice in the performance of their role.

1.6 ensure that personal comments to the media or other public comments on East Waste Committee matters, East Waste Board decisions and other relevant matters clearly indicate that it is a private view and not that of the Committee, Board or East Waste.

2. Responsibilities as an Independent Member

2.1 A Member must take reasonable steps to inform themselves about the relevant aspects of East Waste's operations, activities, governance framework and the functions of the Committee to which they are appointed.

2.2 Comply with all East Waste policies, codes procedures, lawful directions and resolutions applicable to the Committee.

2.3 Comply with East Waste’s Procedures at Meetings and the Chair’s rulings to maintain order and efficiency.

2.4 Make recommendations and contribute to decisions on merit, based on evidence, the Committee's Terms of Reference, relevant risks, costs, benefits and the interests of East Waste.

2.5 Deal with information received in their capacity as a Member in a responsible manner.

2.6 Endeavour to provide accurate, relevant and objective information and advice to the Committee and the Board at all times.

2.7 Uphold collective responsibility for Committee resolutions or recommendations once made, while ensuring any lawful dissent is correctly recorded at the time.

2.8 Attend meetings as required, prepare adequately for meetings, and participate constructively in the business of the Committee.

2.9 Maintain and apply the skills, knowledge and experience relevant to the functions of the Committee.

3. Duties of Independent Members

3.1 A Member or former Member must not, whether within or outside the State, make improper use of information acquired by virtue of his or her position as a Member to gain, directly or indirectly, an advantage for himself or herself or for another person or to cause detriment to East Waste or its Constituent Councils.

3.2 Not release or divulge information that the Committee or Board has ordered be kept confidential, or that the Member should reasonably know is information that is confidential, including information that is considered by the Committee or Board in confidence.

3.3 Not exercise or perform, or purport to exercise or perform, a power, duty or function that they are not authorised to exercise or perform.

3.4 Manage records in accordance with the *State Records Act 1997* and East Waste policy.

3.5 Direct media enquiries to the authorised spokesperson unless otherwise resolved by the East Waste Board.

3.6 Not attempt to improperly direct a member of East Waste staff to act in their capacity as a Local Government subsidiary employee for an unauthorised purpose.

3.7 Recognise the role of an Independent Member is to provide independent oversight, advice and recommendations within the scope of the Committee's Terms of Reference.

3.8 Act in a manner that supports the effective and orderly conduct of Committee meetings and the proper relationship between the Committee, the Board and East Waste Administration.

4. Conflicts of Interest

In performing and discharging duties Members must:

4.1 Not misuse position or information to gain an advantage for themselves or another, or to cause detriment to East Waste or another.

4.2 Disclose and appropriately manage interests that conflict, or may reasonably be perceived to conflict, with East Waste's interests in accordance with the requirements of the East Waste Charter including:

- 4.2.1 Primary Returns will be required to be submitted to the General Manager of East Waste by Independent Members within 30 days of appointment, not being a reappointment.
- 4.2.2 Ordinary Returns will be required to be submitted to the General Manager of East Waste by Independent Members on or within 60 days after 30 June in each year.
- 4.2.3 Returns will be provided in the format as prescribed by the Act and contain the prescribed information.

4.2.4 A person who has submitted a Return in compliance with the East Waste Charter may at any time submit a change or variation in the information appearing in the Register in respect to the person or a member of their family.

4.2.5 Copies of the Returns of Independent Members will be kept in a register inside a locked cabinet and will not be made available for public viewing. Board Directors may, by prior appointment with General Manager, view the Returns of an Independent Member. The information contained in the Returns may not be reproduced.

4.2.6 Should an Independent Member not submit a Return within the required timeframe the General Manager shall notify the person in writing of that fact.

4.2.7 Should the Return remain outstanding after a period of one month, the person's position on the Committee shall be declared vacant.

4.3 Not solicit any gifts or benefits that could reasonably be seen to create a sense of obligation on the part of the Member or influence the Member in the performance of their duties.

Part 2 – Misconduct of Members

Failure by a Member to comply with this Code constitutes a breach of the Member's governance obligations to East Waste and may be dealt with under East Waste's governance processes and the applicable Committee Terms of Reference.

The provisions within this Code may refer to statutory matters under the *Local Government Act 1999* or other legislation. Any breach of these provisions will be investigated under that legislation, to the extent that relevant legislation expressly applies to that Member and the conduct concerned.

Any person may report an alleged breach of this Code to the Chair of the East Waste Board, the General Manager, the Ombudsman or the Office for Public Integrity or another appropriate agency. East Waste may investigate the matter independently or refer it to an appropriate external agency where that agency has jurisdiction.

Any person who believes a breach of this Code of Conduct may have occurred is encouraged to bring details to the attention of the General Manager of East Waste via telephone (8347 5111) or email misconduct@eastwaste.com.

A disclosure of public interest information can be made in accordance with East Waste's Public Interest Disclosure Procedure.

Part 3 - Definitions

In this Code unless the contrary intention appears, these words have the following meaning:

East Waste means the Eastern Waste Management Authority.

Committee means any Committee established by the East Waste Board which is governed by **Terms of Reference.**

East Waste Board means the Directors of the Board of Management of the Eastern Waste Management Authority.

Independent Member means a person appointed by the Constituent Councils to a Committee in an independent capacity and who is not appointed as a Board Director member of that Committee.

Misconduct means contravention of this Code of Conduct by a Member, while acting in their capacity as a Member, that constitutes a ground for disciplinary action against the Member.

Part 4 – Applicable Legislation

Independent Commissioner Against Corruption Act 2012

Ombudsman Act 1972

Local Government Act 1999

Criminal Law Consolidation Act 1935.

Part 5 – Further Information

Members of the public may access this Code on East Waste's website (www.eastwaste.com) and at East Waste's offices at 1 Temple Court, Ottoway.

Part 6 – Statement of Adoption

This Code of Conduct was adopted by the East Waste Board on (date).

East Waste may at any time alter this Code or substitute a new Code.

Acknowledgement

I, [Name], an Independent Member of the East Waste Board, acknowledge that I have read, understand and will comply with the Eastern Waste Management Authority Code of Conduct for Independent Members of Board Committees, the relevant Committee Terms of Reference, the East Waste Charter, and my statutory duties under the *Local Government Act 1999*.

Signature: ____________________ Date: __________

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East Waste - Eastern Waste
Management Authority

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9.9 Information Report

Report Author:	Principal Consultant – Clearly Strategic
Responsible Officer:	Acting Manager Business Services
Attachments	A: General Manager's Credit Card – June, July, August 2026 B: Audit & Risk Management Committee Resolution Register C: Annual Reporting Calendar D: Contracts Register

Purpose and Context

The Information Report presents updates on standing items and other items that are relevant to the Audit & Risk Management Committee's Terms of Reference. The matters have been listed in one report as an efficiency as Administration recommend that the Audit & Risk Management Committee receives and notes the information contained within the report. This does not limit the ability of the Committee to remove a specific item from this report and resolve that a particular action be taken.

Recommendation

That the Audit & Risk Management Committee notes the Information Report as presented on the 16 September 2026.

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 Audit & Risk Management Committee receive and note.

Discussion

The following items are presented for the information of the Audit & Risk Management Committee (Committee):

1. **Update on Status of Proposed Public Consultation Policy**

   In accordance with clause 39.1.3 of the East Waste Charter, '*the Authority must, in consultation with the Constituent Councils, prepare and adopt and thereafter keep under review a policy on public consultation, as would conform to section 50 of the Act.*

   At the special meeting of the Committee held on 13 August 2026 Administration presented a draft Public Consultation Policy (Policy) for consideration and comment.

   The Committee, having duly considered the Policy resolved:

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***

As part of the review of the East Waste Charter Norman Waterhouse Lawyers have advised that the requirement that Easte Waste publish a Public Consultation Policy should be struck from the Charter.

Accordingly, the clause has been removed from the revised draft Charter. It will be at the discretion of the Constituent Councils whether the requirement for a Public Consultation Policy is reinstated.

2. **Credit Card Expenditure**

The presentation of the General Manager's credit card expenditure is a standing item in accordance with both the recommendations from the review of Internal Controls and the East Waste Credit Policy.

The Committee will note the details of the General Manager's expenditure for June and July 2026 is included at **Attachment A** and is limited to card fees and parking for attendance at meetings. The General Manager did not incur any charges to his credit card for the month of August 2026.

Extract from Review of Internal Controls:

The Authority considers the appropriateness of current review practices for the General Manager's credit card transactions.

Credit Card Policy extraction:

2.7.4 The East Waste Audit & Risk Management Committee will review the General Manager's credit card reconciliation, at least quarterly, via the Information Report within the Meeting Agenda.

3. **Resolutions Register**

The presentation of the Outstanding Resolutions Register to the Audit & Risk Management Committee (Committee) is considered a good governance practice.

There are eight matters that are ongoing as they were considered by the Committee at the special meeting of 13 August 2026 and are yet to be considered by the East Waste Board.

An additional matter relates to the inclusion of the requirement for a Public Consultation Policy which will be determined by the Constituent Councils as part of the review of the East Waste Charter

There are no outstanding items on the Committee's Resolutions Register.

4. **Annual Reporting Calendar**

This report provides the Audit & Risk Management Committee with an update of the progress of East Waste's key reporting requirements via the Annual Reporting Calendar.

At the May 2023 Board Meeting, the East Waste Board resolved:

9.3 Annual Reporting Calendar

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

Seconded Mayor Holmes-Ross ***Carried***

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

This is a standing item on the Agenda.

5. East Waste Contract Register

Presenting the Contract Register to the Audit & Risk Management Committee supports effective oversight of East Waste's contractual obligations and procurement compliance. Regular review assists the Committee to identify financial, operational and governance risks, monitor the adequacy of internal controls, and provide assurance that contracts are being managed transparently and in accordance with approved policies.

A copy of the current East Waste Contract Register as at 11 September 2026 has been included in this report (Attachment D).

GENERAL MANAGER CREDIT CARD RECONCILIATION LEONARD LEYLAND JUNE 2026					
Value Date	Transaction Description	Description	Coding	Amount	Receipt
12/06/2026	CITY OF ADL UPARK ADELAIDE AU	Parking Audit & Risk - Aneesh Veloor 1	6-1924	$ 18.00	attached
12/06/2026	CITY OF ADL UPARK ADELAIDE AU	Parking Audity & Risk Leonard Leyalnd 2	6-1924	$ 18.00	attached
		TOTAL		$ 36.00	

13/7/26.

GST: $3.27.

Tax Invoice

City of Adelaide
ADE_UP01-AC
C/P 218 Flinders Street
Receipt 008985

PARKING FOR
S534DJS
PARKING PAID UNTIL
19:15
2026-06-10

15:15 2026-06-10
Fee Paid: $18.00
Card 456494......9116
Auth 082102
(Inc GST)

Leo Leyland c/card for
Aneesh Veloor Parking
10/6/26. Meeting.

Tax Invoice

City of Adelaide
ADE_UP01-AC
C/P 218 Flinders Street
Receipt 8986

PARKING FOR
S408CTU
PARKING PAID UNTIL
19:17
2026-06-10

15:17 2026-06-10
Fee Paid: $18.00
Card 456494......9116
Auth 020247
(Inc GST)

2.

Receipt Code 9757

Tax Invoice

City of Adelaide
ADE_UP01-AC
C/P 218 Flinders Street
Receipt 009293

PARKING FOR
S534DJS
PARKING PAID UNTIL
19:56
2026-07-08

07:56 2026-07-08
Fee Paid: $20.00
Card 456494......9116
Auth 067035
(Inc GST)

Receipt Code 0669

ABN: 20-903-762-572

You can only park up to the time limit shown on the signs. After this period, you must move your vehicle from this area.

GENERAL MANAGER CREDIT CARD RECONCILIATION
LEONARD LEYLAND
JULY 2026

Value Date	Transaction Description	Description	Coding	Amount	Receipt
10/07/2026	CITY OF ADL UPARK ADELAIDE AU	Audit + Risk	6-1924	$ 20.00	yes
		TOTAL		$ 20.00	

Audit and Risk Management Committee Resolutions Register as at 10 June 2026				
22/04/2026	6.1	Internal Audit Result – Payroll (Secondary Review)	Requests that UHY Haines Norton amend the *'UHY Haines Norton Internal Audit Report'* to clarify the findings of the audit and the actions required by the Administration. The revised report is to be presented to the June 2026 meeting of the Audit & Risk Management Committee	**ONGOING:** Internal Auditors UHY Haines Norton are working diectly with the Chair of the Audit & Risk Management Committee to refine the report format, with re-presentation scheduled for the September Committee Meeting cycle.
22/04/2026	9.1	Internal Audit Result: Business Continuity	Requests that UHY Haines Norton amend the Internal Audit Result: Business Continuity Report in accordance with the feedback provided by the Committee and present the amended report to the June 2026 meeting of the Audit & Risk Management Committee	**ONGOING:** Internal Auditors UHY Haines Norton are working diectly with the Chair of the Audit & Risk Management Committee to refine the report format, with re-presentation scheduled for the September Committee Meeting cycle.
22/04/2026	9.4	General Managers Update	That the Administration present a report to the Committee and East Waste Board to seek endorsement of a working capital cash holding requirement and explore how the working capital requirement can be used in the future to inform the budget framework and the Long-Term Financial Plan.	**ONGOING:** Working Capital paper presented within 10 June 2026 Audit & Risk Management Committee Agenda for consideration. Subject to Committee feedback the paper will be presented to the East Waste Board.
			That the Administration discuss East Waste's particular insurance requirements with the LGRS and ensure that the current insurance is adequate to cover fires caused by lithium batteries and other risks that are particular to East Waste's requirements.	**COMPLETE:** Insurance confirmed adequate, further detail provided in General Manager's update within 10 June 2026 Audit & Risk Managemen Committee Agenda.
22/04/2026	9.5	Financial Statements – FY2026 Budget Review Three	That the Audit & Risk Management Committee notes and accepts the forecasted end of year FY2026 result associated with the 2025/26 Budget Review Three and recommends the FY2026 Budget Review Three to the East Waste Board for adoption subject to the East Waste Board being provided with explanatory notes to clearly explain the movement of monies.	**COMPLETE:** The 2025/26 Budget Review Three was presented and adopted by the East Waste Board at the meeting held 30 April 2026, inclusive of additonal explanatory notes as requested by the Committee.
22/04/2026	9.6	Review of Long-Term Financial Plan FY2027-2036	That the Audit & Risk Management Committee recommends the draft principles and assumptions presented within the draft Long-Term Financial Plan *(Attachment A, Item 9.6, Audit & Risk Management Committee Meeting 22 April 2026),* to the East Waste Board for adoption subject to the amendments and inclusions requested by the Committee being effected.	**COMPLETE:** The review of East Waste's Long-Term Financial Plan (LTFP) was presented and adopted by the East Waste Board at the meeting held 30 April 2026, inclusive of the amendments requested by the Committee. Administration will review the LTFP again ahead of the November meeting cycles, following the scheduled review of the Fleet Asset Management Plan.

East Waste Annual Reporting Calendar
Board and Audit & Risk Management Committee
2026

	Feb	Apr/May	Jun	Sep	Nov
Audit & Risk Management Committee Meeting	Feb 18	Apr 22	Jun 10	Sep 16	Nov 11
Board Meeting	Feb 26	Apr 30	Jun 25	Sep 24	Nov 26

✓	Item previously presented/endorsed
✓	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		Set fees - Independent members, viewing Interest Register	✓					
B	A&R	Draft Annual Plan & Budget Assumptions	✓					
	A&R	Review of Proposed External Audit Work Plan		✓				Included within presentation of Interim External Audit Report (brought forward)
	A&R	Review of Porposed Internal Audit Work Plan		✓				First annual review.
B	A&R	Budget Review 3		✓				
B	A&R	Interim External Audit Report			✓			Brought forward to align timing to Galpins and East Waste availability.
B	A&R	Annual Plan and Budget Endorsement			✓			
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						
		Governance						
B		Board & Committee Appointments	✓					Board Director appointed to Audit & Risk Management Committee via Circular Resolution.
B		General Manager Performance Review	✓					General Manager probationary outcome undertaken February Board meeting cylces.
B		Annual Education Summary Report			✓			to Board only.
B		Lodgment of RPD, Primary, and Ordinary Returns				✓		
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						
B		Review of Confidential Orders			✓			to Board only.
		Risk						
B	A&R	Strategic Risk Register Review	✓					

East Waste Contract Register as at 11 September 2026

CONTRACT NAME	CONTRACT DESCRIPTION	CONTRACT EXPIRY	STATUS
Waste Education Services	Delivery of Why Waste It program to schools	Jan-27	
External Audit Services	Provide external audit services in accordance with legislative requirements	Mar-27	
Internal Audit Service	Provision of internal audit services	Jul-27	
External Governance Support	Provision of Executive Administration and Governance Services (Board and Audit & Risk Committee agendas, minutes, governance advice and related support services)	Aug-27	
Supply of Collection Vehicles	Supply of collection vehicles over three years – Agreement for supply of cab chassis and compactors (Superior Pak PL) – Contract maintenance	Jan-28	
Landfill Contract	Receipt and processing of three Consituent Council's red/blue bin material	Jan-28	
IT Support and Maintenance Agreement	IT managed services support and licencing	Feb-28	
Supply of compostable bags	Supply of compostable bin liners and dog waste bags to member councils	Jun-29	Two - one year extension options
Supply of mobile garbage bins	Supply of mobile garbage bins and related components including delivery and repairs	Jul-29	
Tyres	Supply and fitment of tyres to East Waste fleet of collection vehicles, including maintenance	Sep-29	One - two year extension option available
Bulk Fuel Supply	Supply of bulk fuel and associated equipment including tank and bowsers	Jul-30	
Receipt and Processing of Organics Material	Receipt and processing of member councils green bin material	Dec-30	
Receipt and Processing of Recyclable Material	Receipt and processing of member councils yellow bin material	Oct-31	Two - two year extension options

10.1 Confidential – Interpretation of Charter – Working Capital

Report Author	General Manager
Attachments	A: Legal Advice from Norman Waterhouse Lawyers

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 Board Members upon the basis that the Audit & Risk Management Committee will consider the Report and the documents in confidence under Part 3 of the Act, specifically on the basis that the East Waste Board will receive, discuss or consider:

- Section 90(2) & (3)(h) legal advice.