

# EastWaste

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

**WEDNESDAY 19 JUNE 2024**

Notice is hereby given that a meeting of the Audit and Risk Management Committee of the Eastern Waste Management Authority will be held in the **Boardroom, Thomson Geer, 7/19 Gouger Street, Adelaide**, on Wednesday 19 June 2024, commencing at 8:00am.



**ROB GREGORY  
GENERAL MANAGER**

### **Acknowledgement of Country**

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

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

## EASTERN WASTE MANAGEMENT AUTHORITY

### AGENDA AUDIT AND RISK MANAGEMENT COMMITTEE

Meeting to be held on Wednesday 19 June 2024  
commencing at 8:00am, in the Boardroom, Thomson Geer,  
7/19 Gouger Street, Adelaide

1. PRESENT
2. ACKNOWLEDGEMENT OF COUNTRY
3. APOLOGIES
4. DISCLOSURE OF INTEREST REMINDER

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:

- 5.1 Minutes of the East Waste Audit and Risk Management Committee meeting held on 23 April 2024.

**Recommendation**

That the Minutes of the East Waste Audit and Risk Management Committee meeting held on 23 April 2024 be confirmed as a true and correct record.

6. MATTERS ARISING FROM THE MINUTES

7. QUESTIONS WITHOUT NOTICE

8. PRESENTATIONS

- 8.1 SERVICE LEVEL AGREEMENTS

9. REPORTS

- 9.1 2024/25 DRAFT ANNUAL BUSINESS PLAN & BUDGET RECOMMENDATION ..p. 8
- 9.2 INTERIM AUDIT REPORT.....p. 43
- 9.3 DRAFT INTERNAL AUDIT CHARTER.....p. 67
- 9.4 ASSET MANAGEMENT PLAN REVIEW..... .p. TBC
- 9.5 PROPOSED DIVERSITY & INCLUSION POLICY .....p. 73
- 9.6 REVIEW OF THE SEXUAL HARASSMENT POLICY.....p. 79
- 9.7 INFORMATION REPORT FOR JUNE 2024.....p. 87

**10. CONFIDENTIAL REPORTS**

10.1 *SUPPLY OF COMPOSTABLE BAGS* ..... ..p. 90

10.2 *DEPOT LEASE UPDATE (Verbal)* .....p.

**11. OTHER BUSINESS**

**12. NEXT MEETING OF THE COMMITTEE**

The next Audit and Risk Management Committee Meeting is to be held on:  
Tuesday 17 September 2024, commencing 8:00am, in the Boardroom, Thomson Geer,  
7/19 Gouger Street, Adelaide

**13. CLOSURE OF MEETING**



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

held on Tuesday 23 April 2024 in the Boardroom, Thomson Greer,  
7/19 Gouger Street, Adelaide and via Zoom

The Chair, Ms E Hinchey, declared the meeting open at 8.00 am and that a quorum was present.

**1. ACKNOWLEDGEMENT OF COUNTRY**

**2. PRESENT**

Mrs E Hinchey	Independent Member/Chair
Mr F Bell	Independent Board Chair
Mr P Di Iulio	Board Member
Ms S Di Blasio	Independent Member
Ms L Green	Independent Member (via Zoom)

**IN ATTENDANCE**

Mr R Gregory	General Manager
Mr D Maywald	Manager Business Services
Ms K Vandermoer	Coordinator Finance & Strategic Projects
Ms V Davidson	Executive Administration Officer

**3. APOLOGIES**

Nil.

**4. DISCLOSURES OF INTEREST**

Nil.

**5. CONFIRMATION OF THE MINUTES – 21 February 2024**

Moved Mr P Di Iulio that the Minutes of the previous meeting held on 21 February 2024 be confirmed as a true and correct record.

Seconded Mr F Bell

**Carried**

**6. MATTERS ARISING FROM THE MINUTES**

Nil.

## **7. PRESENTATIONS**

### **7.1 GENERAL MANAGER UPDATES**

The General Manager of East Waste, Mr Rob Gregory, provided verbal updates on the following matters:

- FY25 Annual Plan & Budget Strategic Plan Review
- Member Council Service Level Agreements
- Depot Lease Negotiations
- Operational Staff Enterprise Agreement.

## **8. REPORTS**

### **8.1 FINANCIAL REPORT: FY24 BUDGET REVIEW THREE**

Moved Ms S Di Blasio that the Committee notes and accepts the forecasted end of year FY2024 result associated with the 2023/24 Budget Review Three and recommends to the East Waste Board for endorsement.

Seconded Mr P Di Iulio

**Carried**

### **8.2 EXTERNAL AUDIT PLAN**

Moved Ms S Di Blasio that the Committee receive and note FY2024 Annual External Audit Plan, as presented in Attachment A.

Seconded Mr F Bell

**Carried**

### **8.3 OUTSTANDING RESOLUTIONS REGISTER NOVEMBER 23 – APRIL 24**

Moved Ms S Di Blasio that the Audit & Risk Management Committee receives and notes the Outstanding Resolutions Register as per Attachment A to this report.

Seconded Mr P Di Iulio

**Carried**

### **8.4 ANNUAL REPORTING CALENDAR**

Moved Mr P Di Iulio that the Committee notes the East Waste Annual Reporting Calendar, as presented in Attachment A.

Seconded Ms S Di Blasio

**Carried**

## **9. CONFIDENTIAL REPORTS**

Nil.

## **10. OTHER BUSINESS**

### **10.1 COMMITTEE RECOMMENDATIONS REPORTING**

Enquiry regarding the benefit of providing more fulsome reporting to the East Waste Board from Audit and Risk Committees as required under the *Local Government Act 1999*. Administration advised that they don't believe as a subsidiary it is required, but nonetheless support the approach and as it promotes good governance and will implement such reporting to the East Waste Board.

### **10.2 STATUS OF KERBSIDE COLLECTION BILL**

The Audit & Risk Management Committee had a general discussion about the proposed kerbside collection reforms which, if passed by Parliament, will require all kerbside bins to be compliant with Australian Standards. This impacts several East Waste Councils as all residual rubbish bins will be required to have red lids, rather than the blue lids currently in use by some Member Councils.

East Waste are aware of the impact of the proposed legislation and are waiting to see the details of the proposed bill prior to making public comment. It is understood that there will be no need to retrofit red lids, rather the lids may be updated to the appropriate Australian Standard at the time of changeover.

## **11. NEXT MEETING OF THE AUDIT AND RISK MANAGEMENT COMMITTEE**

The next Audit and Risk Management Committee Meeting is to be held on: Wednesday 19 June 2024, commencing 8:00am, in the Boardroom, Thomson Geer, 7/19 Gouger Street, Adelaide.

## **12. CLOSURE OF MEETING**

There being no other business the meeting was closed at 8.45am.

These minutes have been signed as a true and correct record of the East Waste Risk and Audit Management Committee Meeting held on 23 April 2024.

**PRESIDING MEMBER** \_\_\_\_\_

**DATE** \_\_\_\_\_

## 9.1: 2024/25 DRAFT ANNUAL BUSINESS PLAN & BUDGET RECOMMENDATION

**REPORT AUTHOR:** General Manager  
**ATTACHMENTS:** A: Draft 2024/25 Annual Plan  
B: Member Council Consent

---

### Purpose and Context

To provide the Audit & Risk Management Committee with a copy of Member Council feedback on the draft *East Waste 2024/25 Annual Plan* and draft budget and provide a recommendation to the Board for endorsement.

### Recommendation

***That the Committee notes the approval of all Member Councils, the feedback provided and recommends the draft 2024/25 Annual Plan and Budget, as presented in Attachment A, is presented to the Board for endorsement.***

### Strategic Link

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

### Background

Section 51 of the *Eastern Waste Management Authority Charter* (Charter) requires the Authority to have an Annual Plan which supports and informs its Budget. At the meeting held 21 March 2024, the East Waste Board resolved:

#### **5.1 DRAFT 2024/25 ANNUAL PLAN & BUDGET**

*Moved Mr S Dilena*

*That the East Waste Board, resolves to:*

- 1. Endorse the East Waste 2024/25 Annual Plan, as presented in Attachment A, with a revised project list and financials, consistent with Option 5 outlined in the above report and with the Carbon Accounting Project reinstated;*
- 2. Adopt the associated draft 2024/25 budget with revised financials, consistent with Option 5 as presented in the above report, plus an additional \$25,000 for the reinstatement of the Carbon Accounting project;*
- 3. Authorise the General Manager to distribute to each Member Council for review and comment, the Draft 2024/25 Annual Plan, as presented (and revised) in Attachment A, along with the proposed fees.*

*Seconded Cr T Jennings*

**Carried**



## Discussion

The draft 2024/25 Annual Plan, inclusive of Financial Statements is presented in full in Attachment A (refer Attachment A). No amendments have been made to the Activities and Projects proposed, or the endorsed budget of the Annual Plan as a result of the Member Council review process. Since the issuing of the draft, there have been no events arise or known future activities that are likely to impact the finances which will result in significant changes to the budget.

The wording of the Executive Summary has been amended to better reflect the current positioning and understanding of the proposed kerbside waste management legislation, however this does not materially change the Plan.

## Consent of draft 2024/25 Annual Plan

As per Clause 52.3 of the Charter, Member Councils only consent to the Annual Plan, not their fees and charges, albeit the fees and charges form part of the financial statements contained within the Annual Plan. All Member Councils have consented to the Annual Plan (refer Attachment B for a copy of Member Council letters), with specific or related feedback associated with the Plan being captured in Table 1 below.

**Table 1. Feedback relating to the draft 2024/25 Annual Plan**

Council	Comment
<b>City of Burnside</b>	Requests the 2024/25 East Waste Annual Plan be amended to delete the sentences commencing "Recent announcements by the State government" and ending with "has now been contracted significantly" (page 4, paragraph 2 of the draft plan – page 35 of this Agenda).
<b>City of Mitcham</b>	That Council requests East Waste to provide a report on a six (6) monthly basis regarding progress towards one of the five (5) key objectives outlined in its 2030 Strategic Plan, that is, actions being taken to deliver cost effective and efficient services.
<b>Town of Walkerville</b>	The Council's Audit & Risk Committee also considered the draft budget at its meeting held on 20 May 2024. It was suggested by the Audit & Risk Committee that attendance by a representative from East Waste at future budget meetings will assist the Committee in understanding details and assumptions used in formulating budgets, such as unit rates etc.

The City of Burnside request is addressed through the amendment Administration has made to the Executive Summary and is the only feedback received specific to the plan. The City of Mitcham have requested a biannual report on progress towards the Strategic Plan and Administration will consider the best approach to achieve this.

# EastWaste



## 2024/25 Annual Plan

# Table of Contents

Vision and Mission..... 3

Executive Summary ..... 4

Background..... 5

Strategic Plan ..... 6

2023/24 Focus ..... 7

Annual Plan 2024/25 Delivery Schedule ..... 9

Budget Management..... 15

Financial Statements..... 16

# VISION

## **The Destination**

To be the leading waste logistics company in Australia through the delivery of innovative collection and resource management services.

# MISSION

## **The Vehicle**

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

# Executive Summary

The FY24 year has been a year of evolution for East Waste with three weekly FOGO (Food Organics, Green Organics) trials rolled out across Member Councils. The initial success and momentum more broadly of this approach, is likely to see an extension of existing, and the rollout of further trials being a core focus of East Waste in the FY25 year. Albeit, a supportive legislative approach is required, which at the time of drafting the Annual Plan is under threat due to an announcement on new legislation which will impact on Local Government's ability to drive behaviour change and achieve diversion targets.

A preliminary review of the East Waste 2030 Strategic Plan has identified the need to undertake a comprehensive review of the document to raise the strategic nature and outlook of the document. This process is reflective of the evolving maturity of East Waste as an Organisation over the past decade and the trajectory we are currently on.

Other key focusses of the FY25 Annual Plan include an East Waste led co-mingled recycling, organics and landfill contracts being placed into the market throughout the FY24/25 year. Through these contracts East Waste will deliver aggregated savings to Member Councils wishing to participate and can kick start significant circular economy and higher use material resource benefits. With the benefit of experience and lessons learned from recent joint approaches to the market, East Waste can position for strong contemporary market approach and contract.

# Background

East Waste is the trading name of Eastern Waste Management Authority, which was established in 1928. The Authority is a regional subsidiary of the Adelaide Hills Council, City of Burnside, Campbelltown City Council, City of Norwood Payneham & St Peters, City of Mitcham, City of Prospect, City of Unley and Town of Walkerville.

East Waste is governed by a Charter ([the Charter](#)) pursuant to *Section 43* of the *Local Government Act 1999* and administered by a [Board](#), which includes a director appointed by each Council and an Independent Chair.

Clause 51 of the Charter requires the Authority each year to have an Annual Plan which supports and informs the budget. Specifically, it is to include an outline of East Waste's objectives, the activities intended to be pursued, and the measurement tools defined to assess performance. It must also assess and summarise the financial requirements of East Waste and set out the proposals to recover overheads and costs from the Member Councils.

Sitting above the Annual Plan is the *East Waste 2030 Strategic Plan* which sets out a series of bold and ambitious targets (Key Performance Indicators) which we aspire to meet through five Key Objectives and a series of Strategies. The *2030 Strategic Plan* is summarised on the following page.

For full context this Plan should be read in conjunction with East Waste's broader strategic planning framework including the *Strategic Plan 2030*, Long-Term Financial Plan, and Risk Management Planning Framework.

As a regional subsidiary, East Waste recognises that success from this Annual Plan is not possible without the continued support, integration and active working partnership of all our Member Councils and key Strategic Partners. East Waste is committed to developing and continuing partnerships which ultimately drive value back to the communities we serve. The value East Waste offers is unique, in that we are continually working with our Member Councils to drive down costs. East Waste have established a model where we are nimble and respond swiftly to external impacts and Member Council requests, in a far more timely manner than industry counterparts. East Waste takes much of the worry and pressures associated with waste away from the Member Councils, allowing them to focus on other key matters of importance to them and their communities.

# East Waste 2030 Strategic Plan Vision, Objectives & Strategies

## VISION

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

## OBJECTIVES

1. Deliver cost-effective and efficient services facilities

2. Maximise source separation and recycling

3. Provide leading and innovative behaviour change and education

4. Help develop a local circular economy

5. Provide leadership

## STRATEGIES

- 1.1 Attract additional services and/or new councils where further economies of scale can be achieved
- 1.2 Offer a single contract for the management of the residual waste to all member councils
- 1.3 Partner with other councils and organisations to achieve greater synergies and economies of scale in service delivery
- 1.4 Investigate and implement collection technologies and innovation
- 1.5 Provide a consistently high standard of Customer Service

- 2.1 Provide more service choice and flexibility to residents on kerbside services to support them to increase their recycling levels
- 2.2 Provide a tailored 3-stream service to Multi-Unit Dwellings (MUDs) to support waste reduction and increased recycling
- 2.3 Pilot a tailored service delivery model across a business precinct(s) to support waste reduction and increased recycling

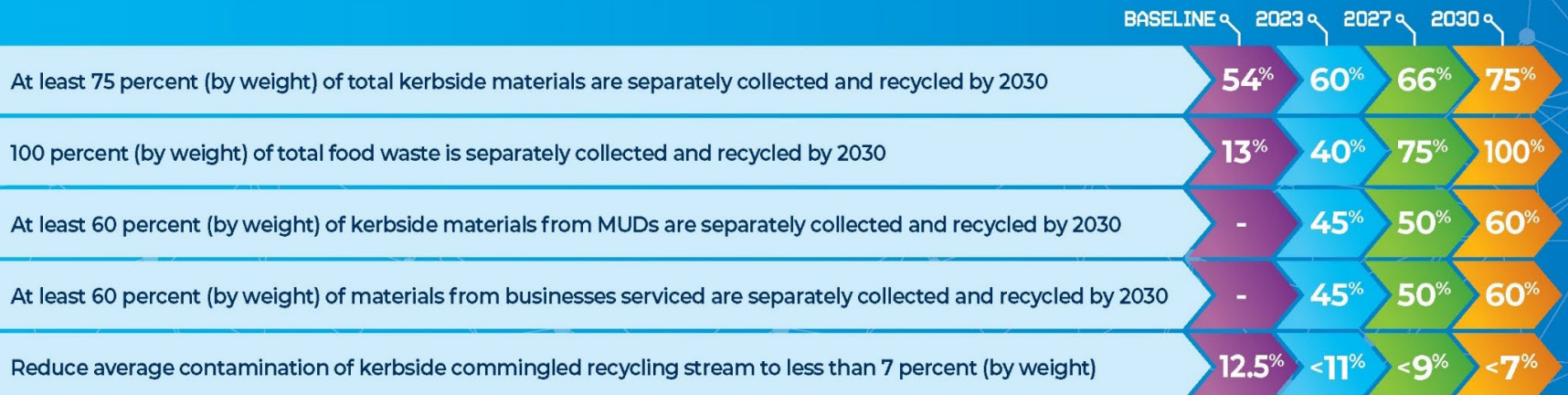
- 3.1 Engage in research and projects delivering evidence-based data which increases behaviour change decision making
- 3.2 Develop an integrated and tailored long-term community behaviour change and education program
- 3.3 Identify and trial behaviour change programs aimed at reducing contamination
- 3.4 Encourage and support councils to introduce an incentive(s) to households to reduce their landfill volumes
- 3.5 Engage schools in behaviour change & waste education

- 4.1 Support local reprocessing and procurement of recycled content products
- 4.2 Encourage and support councils to procure and use recycled content products
- 4.3 Support councils to implement sharing economy and reuse initiatives
- 4.4 Investigate options to process and extract the highest value from collected resources

- 5.1 Implement best practice safety standards
- 5.2 Advocate on behalf of our Member Councils
- 5.3 Invest in our people
- 5.4 Quality and transparent Corporate (Governance & Financial) Activities

## KPIs

We will measure our success in reaching our objectives through the following KPIs...



## 2024/25 Focus

While the Strategic Plan undergoes a review, East Waste will still maintain a focus and pursue progression towards the Vision and objectives of the 2030 Strategic Plan. Regardless of the future direction settled upon, it is highly likely that the current objectives will, at the very least, underpin our thinking and operational aspirations into the future.

East Waste continues to pursue innovation and be at the forefront of service delivery changes for the betterment of our Councils and the Community. East Waste exists to create financial and efficiency savings, not to generate a profit to return to shareholders. This is an important and fundamental distinction of East Waste compared to the private sector and key benefit of being within the East Waste subsidiary.

The review of the Strategic Plan is likely to result in a new suite of KPIs (Key Performance Indicators), but for now the focus and agreed actions will work towards the existing agreed group of indicators. As a partnership Organisation, East Waste requires the support and engagement with our Member Councils and external Organisations in order to work closer to them.

*Objective 1: Deliver cost-effective and efficient services & facilities* ensure East Waste remains true to its core function of providing high quality and fiscally efficient services to Member Councils, while at the same time seeking external opportunities which add value to the East Waste model. In addition, ensuring that we continue to have contemporary modes of engagement and facilities to deliver services is paramount.

*Objective 2: Maximise Source Separation and Recycling* and *Objective 3: Provide leading and innovative behaviour change and education* are centred on improving material efficiency, diversion from landfill and actively working towards the Key Performance Indicators listed within the 2030 Strategic Plan. The actions are also designed to help East Waste as an entity, achieve the State Government 2025 diversions targets (specifically Municipal Solid Waste and Food). Within these targets are specific actions centred around improving food waste efficiency and the preliminary result undertaken through the FY24 weekly Food Organics and Garden Organics (FOGO) trails are very promising and warrant further exploration and expansion.

*Objective 4: Help Drive a Local Circular Economy*, recognises that East Waste has a role to play in assisting and supporting our Members to be more engaged and active within the local circular economy space.

*Objective 5: Provide Leadership*, actions assist East Waste to continue to strengthen the integrity of internal systems, processes and framework and invest in our people, in order to reduce risk and improve our already high Governance levels.

The actions are far from a prescriptive list, rather the key projects East Waste intends to undertake over the 2024/25 year and more detail on each is provided below. East Waste provides unique and valuable benefits back to our Member Councils far beyond financial savings which cannot be generated through traditional waste contracts. East Waste exists to create financial and efficiency savings, not to generate a profit to return to shareholders. And East Waste achieves delivers this, whilst maintaining a high-level and high-quality service. This has been



clearly demonstrated through the weekly FOGO collection trails undertaken in the past 6 months, where the logistical approach and focus designed by East Waste, has generated a far greater uptake by the community and generated economic and environmental savings not previously realised in other trials implemented in metropolitan Adelaide. The short payback periods that East Waste have shown we can achieve are predominately driven by East Waste's focus to drive efficiency savings to our Member Councils, not profit to shareholders and to match household waste generation with the most appropriate waste collection regime.

The success of implementation of the East Waste-led FOGO trails, coupled with the preliminary results has generated significant interest and excitement amongst several other Member Councils, which is likely to lead to further requests to undertake trials and potentially full Council roll outs. It is expected that 2-3 Councils will, through their own FY25 Annual Plan and budget processes, endorse either of these approaches. This will add significant internal planning and consumption of physical and human resources in order to successfully deliver. As there is no confirmation from Member Councils resourcing of these trials and/or roll outs, no allowance has been included within this first iteration of the budget. Notwithstanding, the scope of innovation projects that East Waste would typically consider in a year has been scaled back to create some of the capacity needed to deliver.

East Waste led co-mingled recycling, organics and landfill contracts will be placed into the market throughout the FY24/25 year. Building on recent experiences in this space, East Waste will deliver an aggregated saving to Member Councils wishing to participate and can kick start significant circular economy and higher use material resource benefits.

It is an exciting time to be a part of East Waste with the operational shifts that are occurring, the collaboration being generated from within and interest from external parties to partner. The review of the Strategic Plan will undoubtedly reflect this through a higher-level, less operational focus than it has historically been. The evolution, maturity and growth of East Waste is set to continue throughout the FY25 financial year.

This Annual Plan is to be effective from 1 July 2024.

NO.	ACTIVITY/PROJECT	OVERVIEW	OBJECTIVE	STRATEGY	MAIN KPI/TARGET	BUDGET
<b>DELIVER COST EFFECTIVE AND EFFICIENT SERVICES AND FACILITIES</b>						
1.	Continue & Expand Core services	East Waste optimisation will come from providing a full suite of services to Member Councils. Where this doesn't occur, East Waste will present detailed business cases for the Council's consideration in a bid to secure these services.	Deliver Cost Effective and efficient services and facilities	1.1	Vision Target	Recurrent
2.	Investigate opportunities outside of existing Member Councils.	When potential opportunities arise, East Waste will investigate service provision to non-member Councils and subsidiaries where the benefit and/or the fostering of partnerships can drive value to Member Councils.	Deliver Cost Effective and efficient services and facilities	1.1	Vision Target	Recurrent
3.	'Landfill' Bin Contract	Member Councils have historically held their own contracts for the disposal/processing of the red/blue bin. As a subsidiary focussed on aggregation, East Waste will investigate, and if feasible, pursue an East Waste-led red/blue bin processing contract.	Deliver Cost Effective and efficient services and facilities	1.2	At least 75% of kerbside material separately collected & recycled	Recurrent
4.	Increase Customer Engagement Opportunities	East Waste has implemented a number of customer service engagement systems in recent years and this work will continue with the consolidation of Customer Service Systems; ultimately creating an improved work management flow.	Deliver Cost Effective and efficient services and facilities	1.5	Vision Target	Recurrent + Service Initiative \$0.075M

## MAXIMISE SOURCE SEPARATION & RECYCLING

5.	Advance trials and rollout of weekly organics collections	Through the success of current trials undertaken by East Waste and more broadly across metropolitan Adelaide, East Waste will pursue the design and implementation of at least one further weekly organics collection trial and a full Council rollout.	Maximise Source separation and recycling	2.1	<ul style="list-style-type: none"> <li>• At least 75% of kerbside material separately collected &amp; recycled</li> <li>• 100% of food waste separately collected and recycled.</li> </ul>	Recurrent + Service Initiative \$0.085k
----	---	---	--	-----	--	---

• PROVIDE LEADING AND INNOVATIVE BEHAVIOUR CHANGE AND EDUCATION

6.	Delivery of the “Why Waste It?” behaviour change program and associated social media.	Utilising the results of the reviews and biennial kerbside audits undertaken over the past 6 years, refine and deliver the ongoing successful “Why Waste It?” program, with a strong food waste separation focus.	Provide leading and innovative behaviour change and education	3.2	• Vision Target	Recurrent + Service Initiative \$0.205M
----	---	---	---	-----	-----------------	---

## HELP DRIVE A LOCAL CIRCULAR ECONOMY

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

**PROVIDE LEADERSHIP**

8.	Fleet Replacement	In line with the Long-Term Financial Plan, undertake the replacement of five (5) collection vehicles.	Provide Leadership	5.4	Vision Target	Capital \$2.200M
9.	WHS System Responsibility and Accountability	Continuation of ongoing Risk Management and Work Health & Safety systems and processes to provide a safe and healthy workplace for all employees and those which interact with us.	Provide Leadership	5.1	Implement best practice safety standards	Recurrent
10.	Develop Carbon Accounting	With a strong focus on emissions and carbon reporting, East Waste will undertake a project to identify the extent of its carbon emissions and future projects to target reduction.	Provide Leadership	5.4	Quality, transparent Corporate Activities.	Recurrent + Service Initiative \$0.025M



# Budget Management

East Waste operates its waste collection services on a Common Fleet Costing methodology, whereby each respective Member Council is charged directly according to the proportionate time it takes to undertake their respective collection services. This is achieved through the utilisation of a specialised, highly accurate and powerful cloud-based, real-time GPS based system, supported and cross-checked by detailed reporting capabilities. As a result of this, minor variations in the common fleet percentages (and therefore apportioning of Common Fleet costs) occur from year-to-year to account for realised efficiencies, changes in the number of collections undertaken and movement in collection operating costs (e.g. housing inf-fill and developments, Fire Ban days and events).

The Tables on the following page provide a detailed summary of the key business activities undertaken by East Waste on behalf of its Member Councils. Table 1 provides a summary of the operating and capital income and expenditure elements forecasted for waste collection activities for 2024/25. Unsurprisingly the most significant expenditure relates to the logistical requirements of serving the kerbside collections across eight Councils and over 25% of Adelaide's residential population. Fleet replacement, which occurs on a cyclical annual basis, is currently funded via external loan borrowings.

As can be seen from Tables 2 and 3, one of the significant benefits of being an East Waste member is that on top of the highly competitive prices received as a result of aggregated buying power, no administrative, handling or on-costs are charged in relation to resource processing contracts held by East Waste or bin maintenance services. All are charged at-cost.

Labour, fuel costs and fleet maintenance remain the largest operation costs associated with collections (accounting for almost 80% of the common fleet costs). The labour market has been challenging over past 18 months and particularly the last six, requiring East Waste to undertake a market reset in order to attract and retain appropriate staff to carry out our service each day. This has impacted upon higher than CPI year on year increase required for FY25. Fuel has stabilised somewhat over the past 6 months, however the threat of volatility in this market is ever present. Borrowings are based on the most recent Local Government Finance Authority (LGFA) forecasts.

The FY25 increase sits higher than CPI, which is unusual for East Waste, however is consistent with the projected increase forecasted within the East Waste Long Term Financial Plan.

The budget to deliver this Annual Plan, along with all East Waste's Services and legislative requirements is detailed in the following proposed 2024/25 Financial Papers (refer Attachment 1 – 5).



**Table 1: 2024/25 Budget Summary - Waste Collection Services**

	Income	Expenditure	Net Surplus /Deficit
	\$	\$	\$
Recurrent- Waste Collection	18,043,182	17,785,958	257,225
Recurrent - Corporate Administration	416,421	-	416,421
Service Initiatives	-	495,000	(495,000)
Capital Program	-	2,308,500	(2,308,500)
<b>Total</b>	<b>18,459,603</b>	<b>20,589,458</b>	<b>(2,129,855)</b>

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

	Income	Expenditure	Net Surplus /Deficit
	\$	\$	\$
Recurrent	1,543,605	1,543,605	-
Service Initiatives	-	-	-
Capital Program	-	-	-
<b>Total</b>	<b>1,543,605</b>	<b>1,543,605</b>	<b>-</b>

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

	Income	Expenditure	Net Surplus /Deficit
	\$	\$	\$
Recurrent	5,827,332	5,827,332	-
Service Initiatives	-	-	-
Capital Program	-	-	-
<b>Total</b>	<b>5,827,332</b>	<b>5,827,332</b>	<b>-</b>

# Financial Statements

## EAST WASTE

Projected Statement of Comprehensive Income (Budgeted)  
for the Financial Year Ending 30 June 2025

FY2023		FY2024	FY2024	FY2025
Audited Actuals		Adopted Budget	BR2	Proposed Budget
\$'000		\$'000	\$'000	\$'000
	<b>Income</b>			
21,188	User Charges	22,747	22,747	24,161
46	Investment income	20	55	56
-	Grants, subsidies and contributions	50	50	-
1,078	Other	1,322	1,372	1,544
<b>22,312</b>	<b>Total</b>	<b>24,139</b>	<b>24,224</b>	<b>25,761</b>
	<b>Expenses</b>			
7,476	Employee Costs	7,675	7,885	8,865
12,184	Materials, contracts & other expenses	13,275	13,514	13,324
2,108	Depreciation, amortisation & impairment	2,657	2,566	2,752
354	Finance costs	384	430	711
<b>22,122</b>	<b>Total</b>	<b>23,991</b>	<b>24,395</b>	<b>25,652</b>
<b>190</b>	<b>Operating Surplus / (Deficit)</b>	<b>148</b>	<b>(171)</b>	<b>109</b>
143	Asset disposals & fair value adjustments	18	60	70
<b>333</b>	<b>Net Surplus / (Deficit)</b>	<b>166</b>	<b>(111)</b>	<b>179</b>
-	Other Comprehensive Income	-	-	-
<b>333</b>	<b>Total Comprehensive Income</b>	<b>166</b>	<b>(111)</b>	<b>179</b>

## EAST WASTE

Projected Balance Sheet (Budgeted)  
for the Financial Year Ending 30 June 2025

FY2023		FY2024	FY2024	FY2025
Audited Actuals		Adopted Budget	BR2	Proposed Budget
\$'000		\$'000	\$'000	\$'000
	<b>Assets</b>			
	<b>Current</b>			
3,953	Cash & Cash Equivalents	3,001	2,100	2,695
746	Trade & Other Receivables	935	746	746
43	Inventory	50	43	43
<b>4,742</b>	<b>Total</b>	<b>3,986</b>	<b>2,889</b>	<b>3,484</b>
	<b>Non-Current</b>			
9,510	Infrastructure, Property, Plant & Equipment	10,490	11,066	13,696
<b>9,510</b>	<b>Total</b>	<b>10,490</b>	<b>11,066</b>	<b>13,696</b>
<b>14,252</b>	<b>Total Assets</b>	<b>14,476</b>	<b>13,955</b>	<b>17,180</b>
	<b>Liabilities</b>			
	<b>Current</b>			
1,266	Trade & Other Payables	1,311	1,216	1,227
2,306	Borrowings	2,200	2,355	2,285
871	Provisions	893	931	991
<b>4,443</b>	<b>Total</b>	<b>4,404</b>	<b>4,502</b>	<b>4,503</b>
	<b>Non-Current</b>			
8,490	Borrowings	8,402	8,185	11,170
136	Provisions	229	196	256
<b>8,626</b>	<b>Total</b>	<b>8,631</b>	<b>8,381</b>	<b>11,426</b>
<b>13,069</b>	<b>Total Liabilities</b>	<b>13,035</b>	<b>12,883</b>	<b>15,929</b>
<b>1,183</b>	<b>Net Assets</b>	<b>1,441</b>	<b>1,072</b>	<b>1,251</b>
	<b>Equity</b>			
1,183	Accumulated Surplus	1,441	1,072	1,251
<b>1,183</b>	<b>Total Equity</b>	<b>1,441</b>	<b>1,072</b>	<b>1,251</b>

## EAST WASTE

Projected Statement of Cash Flows (Budgeted)  
for the Financial Year Ending 30 June 2025

FY2023		FY2024	FY2024	FY2025
Audited Actuals		Adopted Budget	BR2	Proposed Budget
\$'000		\$'000	\$'000	\$'000
	<b>Cash Flows from Operating Activities</b>			
	<b>Receipts</b>			
22,455	Operating Receipts	24,069	24,119	25,705
46	Investment Receipts	20	55	56
	<b>Payments</b>			
(7,361)	Employee costs	(7,565)	(7,765)	(8,745)
(12,397)	Materials, contracts & other expenses	(13,275)	(13,514)	(13,324)
(304)	Interest Payments	(384)	(433)	(700)
<b>2,439</b>	<b>Net Cash Flows from Operating Activities</b>	<b>2,865</b>	<b>2,462</b>	<b>2,992</b>
	<b>Cash Flows from Investing Activities</b>			
	<b>Receipts</b>			
145	Sale of Replaced Assets	50	92	50
	<b>Payments</b>			
(587)	Expenditure on Renewal/Replaced Assets	(2,115)	(4,111)	(2,249)
(2,484)	Expenditure of New/Upgraded Assets	(40)	(40)	(60)
<b>(2,926)</b>	<b>Net Cash Flows from Investing Activities</b>	<b>(2,105)</b>	<b>(4,059)</b>	<b>(2,259)</b>
	<b>Cash Flow from Financing Activities</b>			
	<b>Receipts</b>			
4,525	Proceeds from Borrowings	2,115	2,115	2,114
	<b>Payments</b>			
(1,815)	Repayment of Lease Liabilities	(285)	(285)	(170)
(271)	Repayment of Borrowings	(1,944)	(2,086)	(2,081)
<b>2,439</b>	<b>Net Cash Flow from Financing Activities</b>	<b>(114)</b>	<b>(256)</b>	<b>(138)</b>
<b>1,952</b>	<b>Net Increase (Decrease) in cash held</b>	<b>646</b>	<b>(1,853)</b>	<b>595</b>
<b>2,001</b>	<b>Cash &amp; cash equivalents at beginning of period</b>	<b>2,355</b>	<b>3,953</b>	<b>2,100</b>
<b>3,953</b>	<b>Cash &amp; cash equivalents at end of period</b>	<b>3,001</b>	<b>2,100</b>	<b>2,695</b>

## EAST WASTE

Projected Statement of Changes in Equity (Budgeted)  
for the Financial Year Ending 30 June 2025

<b>FY2023</b>	<b>FY2024</b>	<b>FY2024</b>	<b>FY2025</b>
<b>Audited Actuals</b>	<b>Adopted Budget</b>	<b>BR2</b>	<b>Proposed Budget</b>
<b>\$</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
850 <b>Balance at Start of Period - 1 July</b>	1,275	1,183	1,072
333 Net Surplus / (Deficit) for Year	166	(111)	179
- Contributed Equity	-	-	-
- Distribution to Councils	-	-	-
<b>1,183 Balance at End of Period - 30 June</b>	<b>1,441</b>	<b>1,072</b>	<b>1,251</b>

## EAST WASTE

Projected Uniform Presentation of Finances (Budgeted)  
for the Financial Year Ending 30 June 2025

FY2023		FY2024	FY2024	FY2025
Audited Actuals		Adopted Budget	BR2	Proposed Budget
\$'000		\$'000	\$'000	\$'000
<b>Income</b>				
21,188	<i>User Charges</i>	22,747	22,747	24,161
46	<i>Investment income</i>	20	55	56
-	<i>Grants, subsidies and contributions</i>	50	50	-
1,078	<i>Other</i>	1,322	1,372	1,544
<b>22,312</b>		<b>24,139</b>	<b>24,224</b>	<b>25,761</b>
<b>Expenses</b>				
7,476	<i>Employee Costs</i>	7,675	7,885	8,865
12,184	<i>Materials, contracts &amp; other expenses</i>	13,275	13,514	13,324
2,108	<i>Depreciation, amortisation &amp; impairment</i>	2,657	2,566	2,752
354	<i>Finance costs</i>	384	430	711
<b>22,122</b>		<b>23,991</b>	<b>24,395</b>	<b>25,652</b>
<b>190</b>	<b>Operating Surplus / (Deficit)</b>	<b>148</b>	<b>(171)</b>	<b>109</b>
<b>Net Outlays on Existing Assets</b>				
(587)	<i>Capital Expenditure on Renewal and Replacement of Existing Assets</i>	(2,115)	(4,111)	(2,249)
2,108	<i>Depreciation, Amortisation and Impairment</i>	2,657	2,566	2,752
145	<i>Proceeds from Sale of Replaced Assets</i>	50	92	50
<b>1,666</b>		<b>592</b>	<b>(1,453)</b>	<b>553</b>
<b>Net Outlays on New and Upgraded Assets</b>				
(2,484)	<i>Capital Expenditure on New and Upgraded Assets</i>	(40)	(40)	(60)
-	<i>Amounts Specifically for New and Upgraded Assets</i>	-	-	-
-	<i>Proceeds from Sale of Surplus Assets</i>	-	-	-
<b>(2,484)</b>		<b>(40)</b>	<b>(40)</b>	<b>(60)</b>
<b>(628)</b>	<b>Annual Net Impact to Financing Activities (Surplus/(Deficit))</b>	<b>700</b>	<b>(1,664)</b>	<b>602</b>



63 Mount Barker Road  
Stirling SA 5152  
Phone: 08 8408 0400  
Fax: 08 8389 7440  
mail@ahc.sa.gov.au  
[www.ahc.sa.gov.au](http://www.ahc.sa.gov.au)

3 June 2024

Mr Rob Gregory  
General Manager  
Eastern Waste Management Authority  
1 Temple Court  
OTTOWAY SA 5013

Dear Mr Gregory

**Re: Eastern Waste Management Authority Draft 2024/2025 Annual Plan & Budget**

I am pleased to advise that the following resolution was unanimously passed at the Council meeting held on 28 May 2024:

*Item 12.2 - Eastern Waste Management Authority - Draft 2024-25 Annual Plan and Budget*

1. *That the report on Eastern Waste Management Authority - Draft 2024-25 Annual Plan and Budget be received and noted.*
2. *To provide consent to the Eastern Waste Management Authority Draft Annual Plan 2024-25.*
3. *That the CEO is to advise the Eastern Waste Management Authority Board that Council has provided consent to the Eastern Waste Management Authority Draft Annual Plan 2024-25.*

The Council Members appreciated you taking the time to attend the meeting, and for your comprehensive presentation.

Yours sincerely

A handwritten signature in black ink, appearing to read 'GG', with a period at the end.

Greg Georgopoulos  
**Chief Executive Officer**

29 May 2024

Mr Rob Gregory  
General Manager  
East Waste Management Authority

Via email: [robq@eastwaste.com](mailto:robq@eastwaste.com)

Dear Rob,

**RE: REGIONAL SUBSIDIARIES ANNUAL BUSINESS PLANS AND BUDGETS 2024/25**

At its meeting held Tuesday, 14 May 2024, Council Resolved (Resolution C52024/13694) in part:

**11.2 Regional Subsidiaries Annual Business Plans and Budgets 2024/25**

*That Council approves the East Waste Management Authority draft Budget 2024/25, which presents an Operating Deficit of \$80k.*

*b. Requests the 2024/25 East Waste Annual Plan be amended to delete the sentences commencing "Recent announcements by the State government" and ending with "has now been contracted significantly" (page 4, paragraph 2 of the draft plan – page 35 of this Agenda).*

Should you require further information please contact me at  
[mspearman@burnside.sa.gov.au](mailto:mspearman@burnside.sa.gov.au)

Yours sincerely,



**Matthew Spearman**  
Director Corporate





Enq: Simon Zbierski  
Ph: 8366 9289

14 April 2023

Mr Rob Gregory  
General Manager  
East Waste  
PO Box 26  
MANSFIELD PARK SA 5012

Dear Mr Gregory

**Draft 2023/2024 Annual Plan and Budget**

I wish to advise that at its meeting held on Tuesday 4 April 2023 Council endorsed East Waste's Draft Annual Plan and Budget for the Year ending 30 June 2024.

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

Yours sincerely

Tracie Dawber  
General Manager Corporate Services

# Full Council Confidential Minutes

Confidential Minutes of a meeting of the Council held at the Council Chambers  
131 Belair Road, Torrens Park on Tuesday, 14 May 2024 at 7:00 PM.

## 11.1 East Waste Draft Annual Plan and Budget 2024/25

### DECISION 2 - SUBSTANTIVE DECISION

MOVED Cr Hockley

1. That Council consents to the East Waste Draft Annual Plan and Budget 2024/25 (**Attachment B**).

2. That Council requests East Waste to provide a report on a six (6) monthly basis regarding progress towards one of the five (5) key objectives outlined in its 2030 Strategic Plan, that is, actions being taken to deliver cost effective and efficient services.

SECONDED Cr McCarthy

CARRIED UNANIMOUSLY

### DECISION 3 - OUT OF CONFIDENCE / ITEMS TO REMAIN IN CONFIDENCE

MOVED Cr Morrison

1. That having considered the said information or matter pursuant to Section 90(2) and (3) under Part 3 of Chapter 6 of the *Local Government Act 1999*, the Council orders pursuant to Section 91(7) of the *Local Government Act 1999* that the **report, Attachment A, discussion and minutes** relating to **Item 11.1 - East Waste Draft Annual Plan and Budget 2024/25** be kept confidential and released when East Waste consents to its release.

2. That the Chief Executive Officer be authorised to discuss the **report, Attachment A, and minutes** with East Waste and other constituent councils as appropriate.

3. That the Chief Executive Officer be authorised to review the confidentiality order as required.

4. That, pursuant to Section 91(9)(c) of the *Local Government Act 1999* the Chief Executive Officer be authorised to revoke this order.

SECONDED Cr Wells

CARRIED UNANIMOUSLY

8:53PM THE MEETING MOVED OUT OF CONFIDENCE WITH THE  
GALLERY RETURNED AND THE AUDIO RECORDING RESUMED

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



**City of  
Norwood  
Payneham  
& St Peters**

28 May 2024

Mr Rob Gregory  
General Manager  
Eastern Waste Management Authority  
1 Temple Court  
OTTOWAY SA 5013

Via email: [RobG@eastwaste.com](mailto:RobG@eastwaste.com)

Dear Rob

**EAST WASTE DRAFT 2024-2025 ANNUAL BUSINESS PLAN**

I am pleased to advise that at its meeting held on 6 May 2024, the Council considered the East Waste Draft 2024-2025 Annual Business Plan.

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

I have attached a copy of the report which was considered by the Council in respect to this matter for your records.

If you have any questions or require additional information regarding this matter, please contact me on 8366 4549 or via email: [lmara@npsp.sa.gov.au](mailto:lmara@npsp.sa.gov.au)

Yours sincerely

Lisa Mara  
**GENERAL MANAGER, GOVERNANCE & CIVIC AFFAIRS**

175 The Parade,  
Norwood SA 5067

PO Box 204  
Kent Town SA 5071

Telephone  
8366 4555

Email  
[townhall@npsp.sa.gov.au](mailto:townhall@npsp.sa.gov.au)

Website  
[www.npsp.sa.gov.au](http://www.npsp.sa.gov.au)



Community  
Well-being is...  
Social Equity  
Cultural Vitality  
Economic Prosperity  
Environmental  
Sustainability



100% Australian Made  
Recycled Paper

## 11.8 EAST WASTE DRAFT 2024-2025 ANNUAL BUSINESS PLAN

---

**REPORT AUTHOR:** General Manager, Governance & Civic Affairs  
**GENERAL MANAGER:** Chief Executive Officer  
**CONTACT NUMBER:** 8366 4549  
**FILE REFERENCE:** qA87860  
**ATTACHMENTS:** A

---

### PURPOSE OF REPORT

The purpose of this report is to present to the Council the East Waste Draft 2024-2025 Annual Business Plan for endorsement.

### BACKGROUND

East Waste (the Authority) is a Regional Subsidiary established pursuant to Section 43 of the *Local Government Act 1999*, for the purpose of providing waste management services to Constituent Councils. The City of Norwood Payneham & St Peters, together with the Adelaide Hills Council, the City of Burnside, the City of Campbelltown, the City of Mitcham, the City of Prospect, the City of Unley and the Town of Walkerville, make up the Constituent Councils of East Waste.

Pursuant to Clause 51 of the East Waste Charter (the Charter), East Waste must prepare an Annual Business Plan which informs and supports the Authority's Annual Budget.

Upon completion of the draft Annual Business Plan and Budget, pursuant to Clause 52.3 of the Charter, the Authority must provide the draft Plan to Constituent Councils for the purposes of obtaining approval from the Constituent Council's on or before 31 May.

The Annual Business Plan can only be adopted by the East Waste Board, with absolute majority approval of the Constituent Councils.

### RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable

### FINANCIAL AND BUDGET IMPLICATIONS

As a Constituent Council, there are financial implications for the Council's budget, emanating from the East Waste Draft Annual Business Plan (the Plan) and Budget and while Constituent Councils are not required, pursuant to the East Waste Charter, to approve the East Waste Budget, by virtue of the endorsement of the Plan, the Constituent Councils ostensibly endorse the Authority's draft Budget.

The Authority's draft Budget is based on a Common Fleet Costing methodology, with Common Fleet Costs, which predominately relate to collection costs, being charged to Constituent Councils based on the cost to undertake the collection of each Constituent Council's waste streams. The allocation of the Common Fleet Costs is based on the East Waste's GPS System. It should be noted that as per the Authority's Budget Policy, the Common Fleet Cost includes an additional charge to incorporate a return on revenue, which is currently set at 1% of the Common Fleet Costing Charge. The reasons for this are unclear.

In addition, where Constituent Councils utilise East Waste for other services such as Contract Management Services (Disposal and Resource processing) and Waste Bin Maintenance, these services are on-charged to the respective Councils at cost. That is, each Council bears the cost of these additional services that are required.

However East Waste have advised that as a result of a number of financial challenges and pressures, East Waste has been required to make several fiscally difficult decisions in order to deliver an acceptable overall year-on-year increase for Member Councils.

On this basis, East Waste have determined not to apply the 1% Common Fleet Costing charge as part of the 2024-2025 Budget. This will reduce the total Budget by approximately \$170,000, meaning that East Waste will not achieve a budgeted Operating surplus. While this provides a saving to Member Councils in the 2024-2025 financial year in respect to the collection fees, it will result in East Waste commencing the 2025-2026 Budget with a potential deficit. However, East Waste has advised that it is confident that cash reserves can be utilised rather than seeking (recovering) the shortfall from Member Councils.

It is important to note however, that assuming the 1% Common Fleet Charge is applied for the 2025-2026 financial year and all expenses and income remain consistent, Member Councils can expect an overall fee increase greater than CPI as part of the 2025-2026 Budget.

The Council's Draft Waste Management Budget, reflects that \$2,456.804 million (\$2.336 million in 2023-2024) to be charged for the collection of this Council's waste streams, which include Domestic waste, Green Organics, Recyclables, Public Litter Bins, Illegal Dumping and pre-booked Hard Rubbish Collection.

The Council's Draft 2024-2025 Budget has been amended to include the increased charges which have been proposed by East Waste.

There are a number of factors which have influenced East Waste's Draft Plan and Budget, which are highlighted in the Discussion Section of this report.

#### **EXTERNAL ECONOMIC IMPLICATIONS**

Nil

#### **SOCIAL ISSUES**

Nil

#### **CULTURAL ISSUES**

Nil

#### **ENVIRONMENTAL ISSUES**

Nil

#### **RESOURCE ISSUES**

Nil

#### **RISK MANAGEMENT**

Nil

#### **CONSULTATION**

- **Elected Members**  
Cr Claire Clutterham is a Member of the East Waste Board and Cr Victoria McFarlane is the Deputy Board Member.
- **Community**  
Not Applicable.
- **Staff**  
Representatives from East Waste have held discussions with the Council's Manager, City Services regarding the collection costs.
- **Other Agencies**  
Not Applicable.

## DISCUSSION

The *East Waste 2030 Strategic Plan* is based on the following objectives:

- deliver cost-effective and efficient services facilities;
- maximise source separation and recycling;
- provide leading and innovative behaviour change and education;
- help develop a local circular economy; and
- provide leadership.

The 2024-2025 Draft Plan and Budget has been prepared to progress the objectives of the *East Waste 2030 Strategic Plan*.

As stated previously, a number of factors have influenced the draft Plan and Budget, including the following:

- Employee Enterprise Agreement - Waste Collection Operators are currently in the final year of a three-year Enterprise Agreement (EA). The current EA includes annual wage increases (1.75% -2.2%), which over the last 3 years, has resulted in salary increases that are 10.7% lower than CPI over the same period. This has resulted in East Waste not remaining competitive in the broader labour market and has made attraction and retention of Operators difficult. To ensure that East Waste remains competitive a market review has been undertaken and as such an interim wage adjustment has been made which was funded through existing cash reserves;
- maintenance of the East Waste Fleet - East Waste has in excess of 50 waste collection vehicles. Over the past 18 months access to and the cost of spare parts has significantly increased; and
- lease costs for the East Waste Depot - East Waste is in the process of negotiating a new lease for the premises at Ottoway which could result in an increase to the lease fees.

A copy of the Draft 2024-2025 Annual Business Plan & Budget is contained in **Attachment A**.

## OPTIONS

The Council can choose not to endorse the draft 2024-2025 Annual Business Plan, however, there are no specific issues or activities which present a financial or risk management issue for this Council to take this course of action.

## CONCLUSION

In line with the East Waste Charter, Constituent Councils are not required to endorse the draft Budget however by virtue of the endorsement of the Annual Plan, the Council is also ostensibly endorsing the East Waste Budget.

## COMMENTS

Nil

## RECOMMENDATION

That the Eastern Waste Management Authority Incorporated be advised that pursuant to Clause 52 of the Charter, the Council has considered and hereby approves the Authority's Draft 2024-2025 Annual Business Plan.

---

*Cr Mex moved:*

*That the Eastern Waste Management Authority Incorporated be advised that pursuant to Clause 52 of the Charter, the Council has considered and hereby approves the Authority's Draft 2024-2025 Annual Business Plan.*

*Seconded by Cr Clutterham and carried unanimously.*

**From:** [Megan Gillett](#)  
**To:** [Rob Gregory](#)  
**Cc:** [Sam Dilena](#)  
**Subject:** Council endorsement of East Waste Draft 2024/2025 Annual Plan and Budget  
**Date:** Wednesday, May 1, 2024 3:02:51 PM  
**Attachments:** [image001.png](#)  
[image003.png](#)  
[image004.png](#)  
[image005.png](#)  
[image006.png](#)  
[image007.png](#)  
[image008.png](#)

---

Dear Greg,

On behalf of Sam Dilena, I am advising of the below resolution of Council.

---

**ORDINARY COUNCIL MEETING MINUTES**

**23 APRIL 2024**

**10.3 EAST WASTE DRAFT 2024/25 ANNUAL PLAN AND BUDGET**

**RESOLUTION 2024/42**

Moved: Cr Mark Groot  
Seconded: Cr Kristina Barnett

**That Council:**

1. Having considered Item 10.3 East Waste Draft 2024/25 Annual Plan and Budget receives and notes the report.
2. Having considered Item 10.3 East Waste Draft 2024/25 Annual Plan and Budget, endorses the East Waste Draft 2024/25 Annual Plan and Budget (as presented in Attachment 1).

**CARRIED UNANIMOUSLY**

Kind regards,  
Megan

**Megan Gillett**

Executive Assistant  
*Director City Works & Presentation*  
*Director City Growth & Development*

T 08 8269 5355

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

[Megan.Gillett@prospect.sa.gov.au](mailto:Megan.Gillett@prospect.sa.gov.au)

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



**Please consider the environment before printing this email**

Think before you print: 3 sheets of A4 paper = 1 litre of water; 1 ream of paper = 6% of a tree and 5.4kg CO<sub>2</sub> in the atmosphere.

*The information contained in this email is intended only for the use of the person(s) to whom it is addressed and may be confidential or contain privileged information. If you are not the intended recipient you are hereby notified that any perusal, use, distribution, copying or disclosure is strictly prohibited. If you have received this email in error, please immediately advise us by return email and delete the email without making a copy. City of Prospect advises that, in order to comply with its obligations under the State Records Act 1997 and the Freedom of Information Act 1991, email messages sent to or received may be monitored or accessed by Council staff other than the intended recipient. No representation is made that the email or any attachment(s) is free of viruses or other defects. Virus scanning is recommended and is the responsibility of the recipient*



24 April 2024

Mr Rob Gregory  
General Manager  
Eastern Waste Management Authority  
Via email [RobG@eastwaste.com](mailto:RobG@eastwaste.com)

Dear Rob

**Re: Draft 2024-25 East Waste Annual Business Plan and Budget**

I write to advise that at its meeting held on 22 April 2024, Council considered a report outlining the Draft 2024-25 East Waste Annual Business Plan and Budget.

Following consideration of Item 4.4 Eastern Waste Management Authority Draft 2024-25 Annual Business Plan, Council resolved that:

1. *The report be received.*
2. *The Eastern Waste Management Authority be advised that pursuant to Clause 52 of its Charter, the City of Unley has considered and approves its Draft 2024-25 Annual Business Plan, as set out in Attachment 1 of this report (Item 4.4, Council Meeting 22/04/2024).*

*Resolution No. C1249/24*

We look forward to working closely with East Waste to ensure the delivery of the proposed Annual Business Plan.

If you have any questions regarding this matter, please contact Claude Malak, General Manager, City Development at [cmalak@unley.sa.gov.au](mailto:cmalak@unley.sa.gov.au)

Yours sincerely



**Peter Tsokas**  
Chief Executive Officer



File Number: 40.5.14.3

Please Quote Ref:

Contact Officer: Muhammad Jawad

Telephone: (08) 8342 7100

Facsimile: (08) 8269 7820

Email: [walkerville@walkerville.sa.gov.au](mailto:walkerville@walkerville.sa.gov.au)

[www.walkerville.sa.gov.au](http://www.walkerville.sa.gov.au)

29 May 2024

Mr Rob Gregory  
General Manager  
East Waste  
Via Email: [east@eastwaste.com](mailto:east@eastwaste.com)

Dear Rob

**Re: East Waste Draft 2024/25 Annual Plan and Budget**

I wish to inform you that the Town of Walkerville considered the East Waste Draft Annual Business Plan and Budget for 2024/25 at its Special Meeting held on 27 May 2024 and resolved the following:

*That Council approves the East Waste Draft Annual Business Plan and Budget 2024/25. (Minute no: CNC 115/05/24)*

The Council's Audit & Risk Committee also considered the draft budget at its meeting held on 20 May 2024. It was suggested by the Audit & Risk Committee that attendance by a representative from East Waste at future budget meetings will assist the Committee in understanding details and assumptions used in formulating budgets, such as unit rates etc.

I will contact you prior to future budget considerations by the Town of Walkerville to arrange appropriate representation from your organisation.

Please feel free to contact me directly should you have any questions or require assistance.

Yours sincerely

Muhammad Jawad  
Group Manager Finance  
Town of Walkerville  
Email: [mjawad@walkerville.sa.gov.au](mailto:mjawad@walkerville.sa.gov.au)  
PH: 08 8342 7100

---

**ITEM 9.2:** Interim Audit Report  
**REPORT AUTHOR:** Coordinator Finance & Strategic Projects  
**ATTACHMENTS:** A: Galpins Interim Audit Management Letter

---

## Purpose and Context

To provide the Committee with an opportunity to review the Interim Audit Report conducted by external auditors Galpins.

## Recommendation

***That the Board receives and endorses the Interim Audit Management Letter and acknowledges all matters of note will be addressed prior to 30 September 2024.***

## Strategic Link

Objective 5. Provide Leadership

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

## Background

At the Board Meeting held on 29 February 2024, the Board resolved (in part):

### ***RECOMMENDATION 2***

*Moved Mr S Dilena that the East Waste Board supports the recommendation of the Evaluation Panel of RFT 2024/01 Provision of Auditing Services process which identified Galpins as the preferred tenderer and instructs the Manager Business Services to advise Galpins that their Quote has been successful and to appoint them to a three (3) year contract with an option to extend for two (2) additional years at the discretion of East Waste.*

*Seconded Cr T Jennings*

*Carried*

Subsequently, Galpins were engaged as East Waste's external auditing firm for a three-year term. The interim audit was undertaken in late May 2024, and an interim management letter issued for Management response.

## Discussion

Given this was the first audit undertaken by Galpins for East Waste, significant time was spent understanding the business and its operations. Seven key business cycles were deemed critical for assessing the effectiveness of internal controls, with 31 core controls established for assessment. A copy of the Interim Management Report is provided as per Attachment A (refer Attachment A).

22 of 31 controls were found to be operating effectively, with 9 controls posing a low to moderate risk, and recommendations made by Galpins accordingly. This was highlighted to East Waste as a positive result, noting no high-risk matters were raised. It is also important to note no matters were identified within the 'User Charges' business cycle, with 5 of 5 controls operating effectively. Positive feedback was provided to Management, by Galpins, in relation to the thorough processes in place for calculating Member Council collection charges, and particularly, the tonnage reconciliation processes undertaken each month to recoup disposal costs. This should give Members confidence that the fees charged to them by East Waste are both accurate and equitable.

Management has responded to all matters raised by Galpins (Refer Attachment A) and is of the opinion that they are fair and agree to implement all recommendations. Given several moderate risk controls were found, some action has been taken immediately to remedy several matters. As detailed in Management's response, the remaining actions will be implemented prior to 30 September 2024, and these will be communicated to the

Audit & Risk Committee and Board Meeting at the September meetings. A draft Credit Card Policy will also be presented at this time, where consideration will be given to an appropriate process for review of the General Manager's credit card expenditure.

Administration would also like to note that the interim audit process has prompted a review of East Waste's Delegations, with legal advice sought on the Policy in May. Administration intends to draft a revised Delegations Policy and present to the September Audit & Risk Committee and Board meetings.

# Galpins

Accountants, Auditors & Business Consultants

## Financial Controls Review

### East Waste

2023/24 Interim Management Letter

**EastWaste**

#### Mount Gambier

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

#### Stirling

Unit 4, 3-5 Mount Barker Road  
PO Box 727, Stirling SA 5152  
P: (08) 8339 1255  
F: (08) 8339 1266  
E: stirling@galpins.com.au

#### Norwood

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

[www.galpins.com.au](http://www.galpins.com.au)

---

# Table of Contents

- 1. EXECUTIVE SUMMARY ..... 3
- 1.1 Scope of our interim audit..... 3
- 1.2 Overall review of the Authority’s internal controls ..... 4
- 1.5. Summary of findings ..... 5
- 2. DETAILED AUDIT FINDINGS ..... 6
- 2.1 PURCHASE, PROCUREMENT AND CONTRACTING ..... 6
- 2.2 GENERAL LEDGER..... 8
- 2.3 ACCOUNTS PAYABLE..... 11
- 2.4 PAYROLL ..... 13
- 2.5 CREDIT CARDS ..... 14
- APPENDIX 1 – CRITICAL INTERNAL FINANCIAL CONTROLS ..... 17

## 1. EXECUTIVE SUMMARY

### 1.1 Scope of our interim audit

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

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

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

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

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

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

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

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

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

## 1.2 Overall review of the Authority's internal controls

During our interim visit we found that the majority of key internal controls reviewed were in place and were operating effectively (22 out of 31 core controls reviewed). There were no high risk weaknesses identified. A summary of the results of our review is provided in the table below:

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

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

The findings were rated as follows:

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



### 1.3. Summary of findings

Business Cycle	Findings	Risk
<b>Purch. Proc. Contracting</b>	2.1.1 An instance of a supplier for which evidence of procurement procedures undertaken was not on file	M
<b>General Ledger</b>	2.2.1 Potentially excessive number of administrators in MYOB	M
	2.2.2 No process in place to ensure that all manual journal entries are independently reviewed	M
	2.2.3 Absence of formal review of balance sheet reconciliations	L
<b>Accounts Payable</b>	2.3.1 An instance of a payment approved by an officer who did not have sufficient financial delegation	M
<b>Payroll</b>	2.4.1 An instance where a document providing written evidence of the position title of an employee was not found on file	L
<b>Credit cards</b>	2.5.1 The Authority does not have a credit card policy	M
	2.5.2 GM's credit card statements and transactions were not reviewed by the Board or the audit committee	L
	2.5.3 Credit card holders are not required to sign a declaration confirming compliance with Authority policy and procedures prior to the Credit Card being released	L
<b>User charges</b>	Audit did not find any issue that would represent a risk of a material misstatement in East Waste's financial statements.	N/A
<b>Banking</b>	Audit did not find any issue that would represent a risk of a material misstatement in East Waste's financial statements.	N/A

## 2. DETAILED AUDIT FINDINGS

### 2.1 PURCHASE, PROCUREMENT AND CONTRACTING

#### 2.1.1 An instance of a supplier for which evidence of procurement procedures undertaken was not on file

Moderate

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

Finding	Recommendations	Management Response												
<p>The Procurement Policy provides the following methods of procurement based on the value of the purchase:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #1a3d4d; color: white;">Value of purchase</th> <th style="background-color: #1a3d4d; color: white;">Minimum procurement requirement</th> <th style="background-color: #1a3d4d; color: white;">Applicable Procurement Method</th> </tr> </thead> <tbody> <tr> <td>&lt; 10,000</td> <td>One quotation</td> <td>Direct Purchasing Request for Quotations (RFQ) / Request for Expression of Interest (REOI) / Request for Tender (RFT) / Panel Contracts / Strategic Alliances</td> </tr> <tr> <td>\$10,001 - \$100,000</td> <td>Three quotations</td> <td>Request for Quotations (RFQ) / Request for Expressions of Interest (REOI) / Request for Tender – Open or Select / Panel contracts / Strategic Alliances</td> </tr> <tr> <td>&gt;100,001</td> <td>Open Request for Tender or EOI</td> <td>Request for Expressions of Interest (REOI) / Request for Tender – Open / Panel contracts / Strategic Alliances</td> </tr> </tbody> </table> <p>The policy also states that in certain circumstances, the East Waste Board or General Manager (where the power is delegated) may waive application of this policy. The General Manager must record and report their reasons to the Board.</p>	Value of purchase	Minimum procurement requirement	Applicable Procurement Method	< 10,000	One quotation	Direct Purchasing Request for Quotations (RFQ) / Request for Expression of Interest (REOI) / Request for Tender (RFT) / Panel Contracts / Strategic Alliances	\$10,001 - \$100,000	Three quotations	Request for Quotations (RFQ) / Request for Expressions of Interest (REOI) / Request for Tender – Open or Select / Panel contracts / Strategic Alliances	>100,001	Open Request for Tender or EOI	Request for Expressions of Interest (REOI) / Request for Tender – Open / Panel contracts / Strategic Alliances	<p>The Authority ensures that procurement decisions and the procurement methods used for engaging suppliers are documented and maintained in its records management system.</p> <p>The Authority ensures that there are formal agreements with suppliers with significant cumulative spend, and that works are not commenced prior to signing of contracts.</p>	<p>Management is committed to adhering to East Waste's procurement policy and ensuring procurement decisions are well considered and in line with minimum procurement requirements and appropriate methods. Some historically used suppliers, particularly those that relate to specialised fleet maintenance services, will not have supporting evidence that policy has been applied or a contractual agreement in place. This particular example related to a supplier that specialises in heavy vehicle transmission maintenance and servicing.</p> <p>Management will commit to reviewing cumulative spend of all suppliers in the current financial year and assess whether appropriate procurement decisions have been made and documented, and act accordingly. It may be appropriate to test the market for particular services or enter into a formal agreement with suppliers. Given the risk was deemed moderate,</p>
Value of purchase	Minimum procurement requirement	Applicable Procurement Method												
< 10,000	One quotation	Direct Purchasing Request for Quotations (RFQ) / Request for Expression of Interest (REOI) / Request for Tender (RFT) / Panel Contracts / Strategic Alliances												
\$10,001 - \$100,000	Three quotations	Request for Quotations (RFQ) / Request for Expressions of Interest (REOI) / Request for Tender – Open or Select / Panel contracts / Strategic Alliances												
>100,001	Open Request for Tender or EOI	Request for Expressions of Interest (REOI) / Request for Tender – Open / Panel contracts / Strategic Alliances												

Audit selected a sample of suppliers based on the total cumulative spend for the 2023/24 financial year. For the engagement of one supplier with cumulative spend for the first nine months of the 2023/24 financial year of \$101,643, formal documents providing evidence of the procurement method used or written approval containing reasons for waiving the application of the policy were not available for audit. In addition, the Authority could not locate in its records a signed contract for this supplier.

Management has already commenced this process and intends to finalise actions by September 2025.

## 2.2 GENERAL LEDGER

### 2.2.1 Potentially excessive number of administrators in MYOB

Moderate

#### Control

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

#### Risk

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

Finding	Recommendations	Management Response
<p>We reviewed the list of IT users with access to key finance modules in the MYOB system. The MYOB system currently has the following users with administrator access:</p> <ul style="list-style-type: none"> <li>• 'Adm I' (profile used by the Finance Coordinator)</li> <li>• 'Adm II' (profile used by the Finance Officer)</li> <li>• Manager Business Services (name including in profile)</li> <li>• External Accountant (name including in profile)</li> </ul> <p>Additionally, audit noted that the WHS and Risk Officer has access to the accounting and payroll functions in MYOB. Staff advised that this employee performs accounting and payroll functions in the absence of the finance coordinator and the finance officer.</p> <p>Audit acknowledges that Management may consider some of the above access rights to be appropriate. The purpose of listing them is to recommend that Management considers the extent of the access rights detailed above when performing the next review of users with access to finance functions in MYOB.</p>	<p>The Authority reviews the current list of users with administrator access in MYOB to assess the need for four administrators.</p> <p>The WHS and Risk Officer's access to payroll and accounting functions in MYOB is restricted, providing access only as needed during the absence of the finance coordinator or finance officer.</p> <p>Consideration is given to naming administrator accounts to include the allocated user's name, rather than using generic titles such as 'Admin I' and 'Admin II', to provide a stronger audit trail.</p>	<p>Management will review the administrator access to MYOB AccountRight as a matter of urgency and determine what access, if any, is appropriate for the Finance Coordinator, Finance Officer, Manager Business Services, and external accountancy firm. The access requirement will then be updated in East Waste's internal licence requirements register to ensure security isn't compromised through any future changeover of staff. A review of this access will be scheduled on an annual basis through East Waste's internal Finance meetings.</p> <p>Management agrees with the view that the WHS and Risk Coordinator's access to MYOB AccountRight should be restricted and allocated if and when required to process payroll functions. Access has been immediately suspended following the findings of the interim audit.</p>

## 2.2.2 No process in place to ensure that all manual journal entries are independently reviewed

Moderate

### Control

Journal entry access is restricted to appropriately authorised personnel.

### Risk

General ledger does not contain accurate financial information.

Finding	Recommendations	Management Response
<p>Audit noted that there are no processes in place to ensure that manual journal entries are independently reviewed.</p>	<p>A process is implemented to ensure all manual journal entries are independently reviewed.</p> <p>If the Authority finds that individually reviewing all manual journal entries is time-consuming given the current resources available, an alternative approach is to have an officer independently review a report containing all manual journal entries posted for the month and electronically sign the report.</p>	<p>Management will commit ensuring a single report containing all manual journal entries is prepared and reviewed on a monthly basis by a senior officer, and that the process becomes part of East Waste's standard end of month procedures. Management acknowledges Galpin's view that independent review of individual journal entries would prove too time consuming given staff resourcing in the finance department.</p>

### 2.2.3 Absence of formal review of balance sheet reconciliations

Low

<b>Control</b>	All balance sheet reconciliations are reviewed by a person other than the preparer at least annually.
<b>Risk</b>	General Ledger does not contain accurate financial information.

Finding	Recommendations	Management Response
<p>Audit noted the absence of a formal review of balance sheet reconciliations.</p> <p>It is important to highlight that audit reviewed the banking, accounts receivables (AR) and accounts payables (AP) reconciliations performed by the MYOB system and noted that the general ledgers were appropriately reconciled to the bank statements, as well as the AR and AP subsidiary ledgers.</p>	<p>Ensure that balance sheet reconciliations are reviewed by a person other than the preparer at least annually. More frequent independent review is recommended for key accounts and higher risk accounts, including but not limited to bank, AR and AP accounts.</p> <p>This can be achieved by including electronic signatures from both the preparer and the reviewer in the PDF of the reconciliations generated by MYOB, similar to the current process for approving invoices.</p>	<p>Management acknowledges that evidence of a formal review of Balance Sheet accounts is not being retained. In future, Management will prepare monthly General Ledger reconciliation reports for all Bank, Debtor, Creditor and Payroll Clearing accounts with all other Balance Sheet accounts to be reconciled on a quarterly in line with the review and preparation of the Budget Review. This process will be implemented for all reconciliations performed from July 2024 onwards.</p>

## 2.3 ACCOUNTS PAYABLE

### 2.3.1 An instance of a payment approved by an officer who did not have sufficient financial delegation

Moderate

#### Control

All invoices and payment requests are approved in accordance with relevant policies and/or Delegations of Authority.

#### Risk

Disbursements are not authorised properly.

Finding	Recommendations	Management Response																		
<p>The schedule of sub-delegations made by the General Manager under clause 29.9.1 of the East Waste Charter provides the following financial delegations, which includes delegation to authorise individual creditor payments:</p> <table border="1" data-bbox="91 778 943 1027"> <thead> <tr> <th>Position</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>General Manager</td> <td>\$250,000</td> </tr> <tr> <td>Manager Business Services</td> <td>\$100,000</td> </tr> <tr> <td>Manager Operational Services</td> <td>\$100,000</td> </tr> <tr> <td>Coordinator Finance &amp; Strategic Projects</td> <td>\$20,000</td> </tr> <tr> <td>Operations coordinator</td> <td>\$10,000</td> </tr> <tr> <td>Risk and WHS coordinator</td> <td>\$10,000</td> </tr> <tr> <td>Administration officer – workshop</td> <td>\$500</td> </tr> <tr> <td>Customer service staff</td> <td>\$500 (stationery &amp; amenities)</td> </tr> </tbody> </table> <p>Audit identified one instance where the payment for purchase order 20313, related to invoice 18352 with a total value of \$101,598.25, was approved by the Coordinator Finance &amp; Strategic Projects, who has a delegation limit of \$20,000.</p>	Position	Amount	General Manager	\$250,000	Manager Business Services	\$100,000	Manager Operational Services	\$100,000	Coordinator Finance & Strategic Projects	\$20,000	Operations coordinator	\$10,000	Risk and WHS coordinator	\$10,000	Administration officer – workshop	\$500	Customer service staff	\$500 (stationery & amenities)	<p>Ensure that invoices and payments are approved by an officer with the financial delegation limit specified in the schedule of sub-delegations established by the General Manager.</p> <p>Audit notes that East Waste is currently considering implementing an accounts payable system (TRAILD) that will automate AP data entry and approval. We recommend that the Authority ensures delegation limits are established in the system to ensure that invoices can only be approved by an officer with the appropriate delegation limit.</p>	<p>Management acknowledges the importance of adhering to East Waste’s endorsed financial delegations, and staff are aware of their responsibility to ensure that purchases being authorised are within their allocated financial delegation.</p> <p>This particular instance was an oversight but was also unique given that the invoice in question was raised by a Member Council directly in response to a request from East Waste’s Finance department to raise an invoice for the return of additional bin funds that had been collected and needed to be returned to Council. This meant the amount was easily reconcilable back to the original request to Council.</p> <p>East Waste is in the process of implementing an Accounts Payable software add-on (Traild) which will streamline the invoice authorisation process and in turn strengthen Accounts Payable internal controls. This software has capability to set financial delegations by position, to ensure</p>
Position	Amount																			
General Manager	\$250,000																			
Manager Business Services	\$100,000																			
Manager Operational Services	\$100,000																			
Coordinator Finance & Strategic Projects	\$20,000																			
Operations coordinator	\$10,000																			
Risk and WHS coordinator	\$10,000																			
Administration officer – workshop	\$500																			
Customer service staff	\$500 (stationery & amenities)																			

---

		purchases outside of a staff member's delegated amount cannot be authorised going forward. Implementation is scheduled for July 2024.
--	--	---



## 2.4 PAYROLL

### 2.4.1 An instance where a document providing written evidence of the position title of an employee was not found on file

Low

#### Control

All calculations for generating payroll payments are verified for accuracy.

#### Risk

Payroll expense is inaccurately calculated.

Finding	Recommendations	Management Response
<p>During our interim audit, a sample of 7 employees was selected for a recalculation of their payroll payments, including reviewing employee files (e.g. contracts), the Employee Relations Agreement, and timesheets.</p> <p>In one instance, the Authority was unable to provide any written documentation substantiating the position title of an employee to enable us to check the hourly rate paid to the hourly rate determined by the East Waste Collective Workplace agreement (employee #49).</p>	<p>Ensure that current classifications and hourly rates paid for all employees are formally documented in a contract signed by both the Authority and the employee, and retained in the Authority's records management system.</p>	<p>This is a matter that had been raised and addressed through previous audits, where it was discovered that in cases where employees had commenced with East Waste prior to 2016, some initial Offer of Employment letters were not able to be located, due to the nature of record keeping at that time. In those instances, management's response was deemed adequate, however Administration will seek to mitigate this risk by undertaking an audit of employment contracts, and for those not on file, a formal agreement will be drawn and signed by both East Waste and the employee and retained within the personnel file. This exercise will be completed by September 2024.</p>

## 2.5 CREDIT CARDS

### 2.5.1 The Authority does not have a credit card policy

Moderate

#### Control

There is a process in place to approve all credit card transactions to ensure compliance with the policies and procedures.

#### Risk

Credit cards are used for purchase of a personal nature.

Finding	Recommendations	Management Response
<p>Audit noted that the Authority does not have a credit card policy.</p>	<p>A credit card policy is developed and adopted by the Board. Topics to be addressed in the policy include:</p> <ul style="list-style-type: none"> <li>- procedures in place to ensure appropriate approvals prior to issuing credit cards</li> <li>- process in place for establishing credit card limits</li> <li>- process for review and approval of credit card statements / transactions</li> <li>- reconciliation process for credit card statements to supporting documents (receipts, tax invoice, etc)</li> <li>- requirement for credit card holders to sign an 'Agreement and Acknowledgement by Credit Card Holder' (<i>see finding 2.5.3 below</i>)</li> <li>- details of allowable and prohibited uses of credit cards</li> <li>- any other topics that the Authority considers important.</li> </ul>	<p>Management agrees that a Credit Card Policy should be implemented. A draft policy will be drawn and presented to the September Audit &amp; Risk Management Committee and Board meetings. The intent is that the policy will address all recommendations from Galpins in relation to the establishment of a Credit Card Policy.</p>

## 2.5.2 GM's credit card statements and transactions were not reviewed by the Board or the audit committee

Low

### Control

There is a process in place to approve all credit card transactions to ensure compliance with the policies and procedures.

### Risk

Credit cards are used for purchase of a personal nature.

Finding	Recommendations	Management Response
<p>Audit selected a sample of credit cards statements and credit card transactions for three card holders for two different months. We noted that the General Manager's credit card statements and transactions for the months of December and March were approved by the Manager of Business Services (i.e. an Authority officer who reports to the General Manager).</p> <p>Recent credit card audits performed by the SA Auditor-General's Department (<i>Examination of Credit Card Use and Management for a number of councils in SA – March 2020</i>) indicated that better practice is for the Chief Executive's credit card transactions to be reviewed by the audit committee to ensure expenditure is reasonable and bona fide.</p> <p>The Victorian Auditor-General's Office (<i>Fraud and Corruption Control in Local Government audit – June 2019</i>) consider better practice to refer the Chief Executive credit card full transaction history to the audit committee or Council. The Western Australian Auditor General's report (<i>Controls Over Corporate Credit Cards – May 2018</i>) considers it better practice to report the Chief Executive's credit card transactions to Council on a regular basis.</p> <p>In the context of East Waste's structure, 'Chief Executive' is equivalent to the General Manager position, and 'Council' is equivalent to the Board.</p>	<p>The Authority considers the appropriateness of current review practices for the General Manager's credit card transactions.</p> <p>Better practice provided by credit card audits performed by Auditor-General's departments across Australia suggests that this process can be improved by reporting the General Manager's credit card transactions to the Board or to the audit committee.</p>	<p>Management will commit to reviewing the current process for authorising the General Manager's credit card transactions and credit card statements. This will be considered in conjunction with the development of a Credit Card Policy. Through the Audit &amp; Risk Management Committee Management will seek guidance on an appropriate process going forward.</p>

### 2.5.3 Credit card holders are not required to sign a declaration confirming compliance with Authority policy and procedures prior to the Credit Card being released

Low

**Control** Credit card holders sign a declaration confirming compliance with the Authority policy and procedures prior to the Credit Card being released.

**Risk** Credit Cards are used for purchases of a personal nature.

Finding	Recommendations	Management Response
Credit card holders are not required to sign a declaration confirming knowledge of and agreement with the Authority's policy and procedures prior to the Credit Card being released.	Ensure that credit card holders are required to sign a declaration confirming knowledge of and agreement with the Authority's policy and procedures prior to the Credit Card being released (see example below).	Management will implement a process immediately following establishment of a formal Credit Card Policy, where prior to issuing a corporate credit card an 'Agreement and Acknowledgement by Card Holder' is agreed to and signed by the cardholder.

#### Example of an 'Agreement and Acknowledgement by Card Holder'

##### AGREEMENT AND ACKNOWLEDGEMENT BY CARD HOLDER

Card Holder: \_\_\_\_\_

Position: \_\_\_\_\_

I understand and agree that a purchase card is issued to me on the express conditions that I will, at all times, comply with the following conditions:

1. The card is the property of East Waste and is in my possession under my strict control
2. I will not use the card nor permit it to be used, for other than official Authority use
3. I may only use the card to the pre-set limit in any one transaction up to monthly pre-set credit limit
4. I may only use the card in accordance with the Authority's established procurement and credit card policies and management instructions
5. If I resign, retire, cease employment or transfer to another entity, I will immediately hand my card to the officer responsible for the administration of purchase cards in the Authority for cancellation
6. If I misuse the card, I understand that the Authority may take disciplinary action and proceedings may be instituted against me under law
7. If the card is lost or stolen, I am to report it immediately to the credit card provider and the officer in the Authority responsible for authorising the issue of the card
8. I have read and understand the credit card conditions of use.

I acknowledge that I have read and understood the conditions set out above which govern the issue and the use of the Authority's credit card in my name.

\_\_\_\_\_  
Signature of card holder

\_\_\_\_\_  
Date

## **APPENDIX 1 – CRITICAL INTERNAL FINANCIAL CONTROLS**

### USER CHARGES

#### Risks

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

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

### BANKING

#### Risks

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

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

### Purchasing and Procurement

#### Risks

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

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

### ACCOUNTS PAYABLE

#### Risks

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

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

## CREDIT CARDS

## Risks

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

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



## PAYROLL

## Risks

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

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

## GENERAL LEDGER

## Risks

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

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

**ITEM 9.3:** Draft Internal Audit Charter

**REPORT AUTHOR:** Coordinator Finance & Strategic Projects

**ATTACHMENTS:** A. DRAFT East Waste Internal Audit Charter

---

### **Purpose and Context**

To provide the Audit & Risk Management Committee with an opportunity to review the draft *East Waste Internal Audit Charter* and opportunity to provide input prior to presenting to the Board for endorsement.

### **Recommendation**

***That the Committee recommend that the Draft East Waste Interim Audit Charter, as presented in Attachment A, is presented to the East Waste Board for endorsement.***

### **Strategic Link**

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

### **Background**

Given the increased scope and complexity surrounding East Waste's operations in recent years, the potential need for an ongoing internal audit function at East Waste has been at the forefront of discussions within the Executive Leadership Team in recent months. At the Audit & Risk Management Committee meeting held on 23 April 2024, the Committee recommended that East Waste should develop and implement an Internal Audit Program.

### **Discussion**

Administration has collaborated with Dean Newbery to prepare the draft Internal Audit Charter (Refer attachment A) and feedback from the Committee will be sought with recommendations to be brought before the East Waste Board at the June 2024 meeting for consideration and endorsement.

The Charter has been developed with reference to a number of Member Council Policies and to ensure compliance and consistency with a number of elements including:

- International Professional Practices Framework (IPPF) as set by The Institute of Internal Auditors (IIA).
- The IIA's code of ethics.
- *Local Government Act 1999* (including applicable regulations).
- East Waste Charter.

Following endorsement of the Charter, the intent is to conduct a risk assessment based on the adequacy and effectiveness of risk management, governance, compliance activities, and internal controls across East Waste's operations. The results from the risk assessment undertaken will provide the basis on which a proposed Internal Audit Plan will be developed.

The results of the risk assessment and draft Internal Audit Plan are to be brought back to this Committee for their consideration and feedback at the scheduled November 2024 meeting.

Subject to the endorsement of the Internal Audit Plan by this Committee and the Board in November 2024, Administration will commence a procurement process to engage an external internal auditor in early 2025 in accordance with East Waste procurement policies and procedures.

Should these timeframes be achieved, it will enable the internal audit role to commence as from FY26 which will allow for sufficient time to allocate resources (both financial and internal staffing). It is important to note that no budget currently exists for the appointment of an internal auditor in the FY25 East Waste budget.

# Internal Audit Charter

<b>Type</b>	Governance
<b>Category</b>	Internal Audit
<b>First Issued/Adopted</b>	June 2024
<b>Minutes Reference</b>	N/A
<b>Review Period</b>	36 months
<b>Last Reviewed</b>	N/A
<b>Next Review</b>	June 2027
<b>Applicable Legislation</b>	<ul style="list-style-type: none"> <li>Local Government Act 1999</li> </ul>
<b>Related Documents</b>	<ul style="list-style-type: none"> <li>East Waste Charter</li> <li>Audit &amp; Risk Committee Terms of Reference.</li> </ul>
<b>Consultation Undertaken</b>	<ul style="list-style-type: none"> <li>Audit &amp; Risk Committee</li> </ul>
<b>Responsible Officer</b>	Coordinator Finance & Strategic Projects

SIGNED: .....

General Manager

Date:

.....

Chairperson

Date:

## 1. Establishment

- 1.1 The Internal Audit Charter has been developed by East Waste to establish and maintain a working framework for the Internal Audit function. Internal Audit sits within East Waste's corporate governance and assurance frameworks.
- 1.2 The Internal Audit Charter defines the objectives, roles and responsibilities of the Internal Audit function within East Waste.

## 2. Independence & Objectivity

- 2.1 The Internal Auditor must adhere to the professional independence standards established by the Institute of Internal Auditors. To maintain objectivity in their role, the Internal Auditor must operate independently, ensuring they can act without bias or conflicts of interest.
- 2.2 The Internal Auditor should not hold any management responsibilities or direct authority over activities and operational functions. This includes refraining from influencing the design or implementation of internal controls, preparation of records, procedures, and the development or installation of systems, as such involvement would compromise their independence and objectivity.
- 2.3 The Internal Auditor is to be accountable to the General Manager who is responsible for the effective and efficient performance of the Internal Audit Program with oversight undertaken by the Audit & Risk Committee.

## 3. Internal Audit Objectives

- 3.1 The Internal Auditor is tasked with providing independent and objective services to East Waste aiming to enhance strategic objectives and improve systems and processes.
- 3.2 Oversight of Internal Audit is the responsibility of the Audit & Risk Committee, which ensures compliance with this Charter and oversees the development and implementation of the Internal Audit Plan. This plan is created using a risk-based approach to identify and schedule internal audit engagements.
- 3.3 An appropriately qualified external internal audit service provider engaged by East Waste in accordance with procurement policies and procedures, will conduct the Internal Audit function. The Board must ensure that East Waste appropriately allocates sufficient resources within the annual budget to fulfill the requirements of the Internal Audit Plan.

## 4. Internal Audit Program

- 4.1 The Audit & Risk Committee is responsible for establishing and overseeing the Internal Audit Program. This program is limited to a maximum of two years and is reviewed and updated annually by the Audit & Risk Committee before each financial year begins. This ensures the timing and scope of the planned internal audit engagements are confirmed. Internal Audit Plans follow a twelve-month financial year calendar, spanning from July 1 to June 30 of the respective year.

- 4.2 The scope of the Internal Audit Program includes examining and evaluating the adequacy and effectiveness of risk management, governance, internal processes, compliance activities, and internal controls.

## 5. Communication

- 5.1 The Internal Auditor will report their findings to the Audit & Risk Committee. All reports prepared by the Internal Auditor will be communicated to the Committee, with copies included in the meeting agenda. The Internal Auditor is expected to attend the Audit & Risk Committee meetings to present their reports unless the Chairperson agrees in advance that attendance is not necessary.
- 5.2 The Board will be informed of the findings and outcomes of all Internal Audit Reports presented to the Audit & Risk Committee.

## 6. Authority

- 6.1 The Internal Auditor reports directly to the Audit & Risk Committee, with day-to-day responsibilities overseen by the General Manager or their delegate. The Audit & Risk Committee is responsible for the appointment and performance oversight of the Internal Auditor, ensuring the appointment adheres to applicable procurement policies and procedures.
- 6.2 The Internal Auditor has direct communication access to the Chairperson of the Audit & Risk Committee and reports to them and the General Manager, on the Internal Audit Plans, as well as the results and recommendations of internal audits.

## 7. Standards

In conducting the internal audit activities, the Internal Auditor is to conduct the engagement in accordance with:

- International Professional Practices Framework (IPPF) as set by The Institute of Internal Auditors (IIA).
- The IIA's code of ethics.
- East Waste Charter.
- Audit & Risk Committee Terms of Reference.
- *Local Government Act 1999* (including applicable regulations).
- This Charter.

## 8. Roles & Responsibilities

- 8.1 The responsibilities of the Internal Auditor include:
- Conducting internal audits according to the Internal Audit Plan to ensure timely completion of engagements.
  - Developing the Internal Audit Plan in consultation with the Audit & Risk Committee.
  - Performing internal audits in line with the principles of this Charter and any applicable policies.

8.2 The Internal Audit process should follow these steps:

- Draft Internal Audit Reports are first provided to the Administration for review and comment on the audit findings.
- The Administration must respond to all findings and recommendations in the draft Report.
- The Administration should provide detailed action plans or responses to all audit issues, including the Responsible Officer and Expected Timeframe for any actions to address the issues raised.
- A final copy of the Internal Audit Report is given to the General Manager (or delegate) and the Chairperson of the Audit & Risk Committee.
- The final Internal Audit Report is presented at the next scheduled Audit & Risk Committee meeting.
- The Internal Auditor should attend the Audit & Risk Committee meeting to present their Report unless prior agreement with the Chairperson exempts them from attending.

8.3 Additional responsibilities include:

- Tracking and monitoring the responsiveness to outstanding Internal Audit recommendations and actions, and reporting any overdue matters not appropriately addressed to the General Manager (or delegate) and Chairperson of the Audit & Risk Committee.
- Assisting with other investigations, including fraud investigations, as requested, with results reported directly to the General Manager, Chairperson of the Audit & Risk Committee, and Chairperson of the Board.

8.4 If the Internal Auditor provides advisory services, they must maintain their operational independence regarding the scope of work performed.

8.5 Any services requested outside the scope of the Internal Audit Plan must be considered by the Audit & Risk Committee before engagement to ensure compliance with the Charter's principles.

## 9. Review of Charter

A review of the Internal Audit Charter is to be undertaken at least every 3 years from the initial date of adoption by the Audit & Risk Committee. The Internal Audit Charter is to be presented to the Board for their endorsement and approval.



## 9.5: PROPOSED DIVERSITY & INCLUSION POLICY

**REPORT AUTHOR:** General Manager  
**ATTACHMENTS:** A: Proposed Diversity & Inclusion Policy

---

### Purpose and Context

To provide the Committee with an opportunity to provide feedback on a proposed Diversity Policy for East Waste.

### Recommendation

*That the Committee notes the proposed Diversity Policy, as presented in Attachment A, and recommends to the East Waste Board for adoption.*

### Strategic Link

Objective 5. Provide Leadership  
Strategy 5.3 Invest in our People

### Background

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

Diversity is broad reaching and continues to evolve in its inclusivity with many Organisations struggling to truly reflect and respond to this. The establishment of a diversity metric (or for that matter a series of metrics) is one way of addressing diversity, however the setting of metric(s) in itself runs the risk of being discriminatory and/or limiting the organisation.

Considering this, a *Diversity and Inclusion Policy* is proposed instead, which if adopted will provide a broader and more diverse, open approach across the organisation.

### Discussion

Currently there are broadly seven (7) recognised Diversity categories, being:

- Race/Ethnicity;
- Gender;
- Sexuality;
- Neurodiversity;
- Disability;
- Religion; and
- Age.

Other categories exist and should also be considered within the East Waste context, including for example socioeconomic status and background.

Following the setting of the diversity metric Key Performance Indicator (KPI) by the Board, Administration considered East Waste's current standing and a raft of possible metrics, but were not satisfied that with any proposed that they were either reflective of a mature, progressive Organisation, or achievable. Importantly none sought to fully provide a holistic approach to inclusivity that culturally has been employed at East Waste in recent times.

An example of a single diversity target that is not seen as appropriate for East Waste is reflected in the gender diversity within our pool of Operators. Currently East Waste employs three (3) women out of a total of 59 Operators. This represents 5.1%, which in itself is not a significant number, however the employment of three women is the most women employed within operations at any one time at East Waste over the past 20 years (there have been significant period of no female operators). For one of these employees, the conditions of employment have been adapted to accommodate family requirements, demonstrating the openness and adaptability already in operation to broaden our existing diversity. On the one hand we have significantly improved our gender diversity over the past 12 months, however it is nowhere near a level that as an Organisation we should be proud of.

Further to this example if we sought to increase the number of female Drivers to a desirable level (let's say conservatively, 20%) this would require the employment of an additional 9 female Drivers. In order to achieve this, over a period of the next 2-3 years, East Waste would be required to develop a specific Driver Academy and/or attraction and retention program targeting women, conservatively estimated to cost between \$0.3M - \$0.5M. This may well be an acceptable approach, however Administration's broader concern is that the single focussed nature of such a target distracts from a more holistic, open and inclusive Organisation that we desire to be. With many of the diversity categories it is not appropriate to directly seek, ask (or even lawful to ask) an individual's identity.

Administration's view is that through the development of a Diversity and Inclusion Policy (refer Attachment A), a more holistic and further reaching outcome can be achieved which assists in demonstrating East Waste as a leader in not just welcoming all forms of diversity, but actively promoting it through all facets of the business.

The Diversity and Inclusion Policy as written, goes beyond recruitment and retention to consider procurement processes and community engagement and support. Importantly there is a recognised training and development program that needs to be rolled out across all staff if the Policy is adopted and this currently remains unfunded. Adherence to the Policy may also result in increased Procurement Processes at times to accommodate the required Diversity.

Administration is committed to creating an inclusive environment where all staff, contractors, suppliers, business partners and the community we serve, are treated with dignity and respect, and where diversity is celebrated and embraced. By fostering a broad culture of inclusion (and adoption of the Diversity and Inclusion Policy), Administration believes stronger, longer lasting and more impactful results can be achieved.

The Policy as presented in Attachment A is being presented to the General Manager Performance Review Committee on 17 June 2024 for consideration. Due to the timing of the meetings and Agenda distribution it was deemed appropriate to concurrently present to the Audit & Risk Committee. A verbal update from the GMPRC will be presented to the Audit & Risk Committee.

## Diversity & Inclusion Policy

### 1. Policy

Here at the Eastern Waste Management Authority (herein referred to as East Waste), we believe that diversity is not just a buzzword but an essential pillar of our organisational culture. We recognise and value the unique perspectives, backgrounds, and experiences that each individual brings to the enhancement of our Organisation. Our commitment to diversity goes beyond mere compliance; it is ingrained in everything we do. This policy serves as a testament to our dedication to creating an inclusive environment where everyone feels valued, respected, and empowered to contribute to our collective success.

### 2. Policy Statement

East Waste is an equal opportunity employer. We are committed to encouraging and providing equal employment opportunities to all employees and applicants without regard to race, colour, religion, gender, sexual orientation, gender identity or expression, national origin, age, genetic information, disability, or any other characteristic protected by applicable law. We believe that diversity enriches our workforce and strengthens our organisation. In addition we recognise that diversity is an evolutionary process and training and awareness amongst current staff is critical to the advancement of an inclusive workplace.

### 3. Legislation

- *South Australian Work Health and Safety Act, 2012*
- *South Australian Work Health and Safety Regulations, 2012*
- *Local Government Act, 1999*
- *Age Discrimination Act 2004*
- *Australian Human Rights Commission Act 1986*
- *Disability Discrimination Act 1992*
- *Racial Discrimination Act 1975*
- *Sex Discrimination Act 1984*

### 4. References

Nil

## 5. Related Documents

- Behavioural Standards Policy
- Sexual Harassment Policy

## 6. Overview of Recognised Diversity Groups

East Waste recognises that there a number (and growing list) of recognised diversity list. As the policy is reviewed East Waste will included other recognised categories, but will seek to include these in lieu of an updated Policy. The key groups this policy seeks to recognise at the time of endorsement are as follows.

### 6.1 Race/Ethnicity

East Waste recognises the importance of racial and ethnic diversity in our workforce. We acknowledge the unique experiences and perspectives that individuals from different racial and ethnic backgrounds bring to our organisation, particularly our indigenous culture. We are committed to fostering an inclusive environment where employees of all races and ethnicities feel valued and respected.

### 6.2 Gender

East Waste is committed to promoting gender equality and inclusivity in the workplace. We recognise that gender diversity is essential for driving innovation and success. We strive to create a workplace culture.

### 6.3 Sexuality

East Waste values and respects the diverse sexual orientations of our employees. We are committed to creating a safe and supportive environment where individuals of all sexual orientations feel accepted and valued for who they are. We reject discrimination and harassment based on sexual orientation and we are dedicated to promoting equality for all.

### 6.4 Neurodiversity

East Waste recognises the unique abilities and perspectives of neurodiverse individuals. We are committed to creating an inclusive environment where individuals with neurodiverse conditions such as autism, ADHD, dyslexia, and others feel supported and accommodated. We believe that embracing neurodiversity enhances creativity, innovation, and productivity in the workplace.

### 6.5 Disability

East Waste is committed to promoting equality and inclusion for individuals with disabilities. We recognise the valuable contributions that individuals with disabilities can make to our organisation and are dedicated to providing reasonable accommodations to ensure equal opportunities for all employees. We reject all forms of discrimination based on disability and are committed to fostering an inclusive workplace where everyone can thrive.

## 6.6 Religion

East Waste respects the diverse religious beliefs and practices of our employees. We are committed to accommodating religious observances and providing a supportive environment where individuals of all faiths feel comfortable expressing their beliefs. We reject discrimination based on religion and are dedicated to promoting religious diversity and understanding in the workplace.

## 6.7 Age

East Waste values the contributions of employees of all ages. We recognise that age diversity brings valuable perspectives and experiences to our organisation. We are committed to providing equal opportunities for career development and advancement to employees of all age groups, and to fostering a workplace culture where individuals of all ages feel valued and respected.

# 7. Responsibilities

We strive to foster a workplace culture that celebrates diversity and promotes inclusivity at all levels. We reject all forms of discrimination, harassment, and bias and are dedicated to creating an environment where everyone feels safe, respected, and valued. We encourage open dialogue, collaboration, and mutual respect among employees from diverse backgrounds. East Waste aims to further its commitment to Diversity through the following means. It will be the responsibility of the General Manager to ensure that the Policy and intent is disseminated to staff and the principles are implemented where required.

## 7.1 Recruitment & Retention

We are dedicated to attracting, recruiting, and retaining a diverse workforce that reflects the communities we serve. We will actively seek out candidates from underrepresented groups and provide equal opportunities for advancement and professional development to all employees, regardless of background or recognition.

## 7.2 Supplier Diversity

We are committed to promoting diversity and inclusion not only within our organisation but also throughout our supply chain. We will actively seek out and support minority-owned, indigenous-owned, and other diverse suppliers whenever possible, in line with our commitment to creating economic opportunities for all.

## 7.3 Community Engagement

We believe in giving back to the communities we serve and supporting initiatives that promote diversity, equity, and inclusion. We will actively engage with community organisations, participate in diversity events and sponsorships, and support initiatives that promote social justice and equality.

## 8. Training & Education

We are committed to providing ongoing diversity training and education to all employees to promote awareness, understanding, and appreciation of diversity. Through workshops, seminars, and other educational initiatives, we aim to equip our workforce with the knowledge and skills necessary to embrace diversity and foster inclusion in the workplace.

## 9. Review

This Diversity & Inclusion Policy shall be reviewed by the Board within three (3) years of issued date or more frequently if legislation or organisational needs change.

An earlier review may include or be initiated by:

- a. Feedback from Managers, Staff, Health & Safety Representatives, or other stakeholders;
- b. Audit & Risk Committee or Board;
- c. Legislative compliance;
- d. Internal or external audit findings; and
- e. Other relevant information.

## 10. Signatories

Signed \_\_\_\_\_  
General Manager

Signed \_\_\_\_\_  
Independent Chairperson

Date \_\_\_\_/\_\_\_\_/\_\_\_\_

Date \_\_\_\_/\_\_\_\_/\_\_\_\_

## 11. Document History

Version No:	Issue Date:	Description of Change:
1.0	17/06/2024	New Document, reviewed by General Manager Performance Review Committee
2.0	19/06/2024	Review by Audit & Risk Management Committee
3.0	27/06/2024	New Document, endorsed by Board

## 9.6: REVIEW OF SEXUAL HARASSMENT POLICY

**REPORT AUTHOR:** Manager Business Services  
A. Revised Sexual Harassment Policy

---

### Purpose and Context

To provide the Audit & Risk Management Committee (the Committee) with an opportunity to review the revised *Sexual Harassment Policy (the Policy)*, prior to being presented to the East Waste Board for endorsement.

### Recommendation

*The Audit & Risk Management Committee notes and recommends the revised Sexual Harassment Policy, as presented in Attachment A, for presentation to the East Waste Board.*

### Strategic Link

Objective 5. Provide Leadership  
Strategy 5.1 Implement best practice safety standards  
Strategy 5.3 Invest in our People

### Background

The Policy was first developed in 2021 following a recommendation from the Audit & Risk Management Committee to have a standalone Sexual Harassment Policy. The Policy was based on a template developed by the Australian Institute of Community Directors Australia and adapted to meet the requirements of East Waste.

In accordance with the Policy review schedule the Policy isn't due for review until September 2024. However, on the 25 December 2023 amendments were made to the regulations under the *Work Health and Safety Act 2012* in relation to managing psychosocial hazards. As such, it is now timely to review and update the Policy to incorporate the legislative changes.

Psychosocial hazards are defined as hazards that may cause psychological harm. Examples range from excessive workload demands, to exposure to traumatic events and material, to issues such as bullying and harassment.

### Discussion

Administration have reviewed and updated to the Policy to ensure that it reflects the recent changes to the regulations under the *Workplace and Safety Act 2012*. The changes include updates to legislative references and related documents.

For the Committee's reference, the changes to the policy have been tracked and are highlighted in red font in **(refer Attachment A)**. The Committee will note that there have also been some formatting and punctuation updates to the Policy.

<b>SEXUAL HARASSMENT POLICY</b>	<b>EastWaste</b>
---------------------------------	------------------

<b>Type</b>	Behaviour
<b>Category</b>	Human Resources
<b>First Issued/Adopted</b>	September 2021
<b><u>Policy Number</u></b>	<u>012</u>
<b>Minutes Reference</b>	
<b>Review Period</b>	36 months
<b>Last Reviewed</b>	<del>N/A</del> <u>June 2024</u>
<b>Next Review</b>	<del>September 2024</del> <u>June 2027</u>
<b>Applicable Legislation</b>	<ul style="list-style-type: none"> <li>• <i>Local Government Act 1999</i></li> <li>• <u><i>Fair Work Act 1994 / 2009 (SA)</i></u></li> <li>• <u><i>Fair work Act 2009 (Cth)</i></u></li> <li>• <i>Freedom of Information Act 1991</i></li> <li>• <u><i>Work Health and Safety Act 2012</i></u></li> <li>• <u><i>South Australian Work Health and Safety Regulations 2012</i></u></li> <li>• <u><i>South Australian Equal Opportunity Act 1984</i></u></li> <li>• <i>State Records Act 1997</i></li> </ul>
<b>Related Documents</b>	<ul style="list-style-type: none"> <li>• <i>East Waste Charter</i></li> <li>• <i>East Waste Strategic Plan 2030</i></li> <li>• <i>Employment Contracts / EBA</i></li> <li>• <u><i>Behavioural Standards Policy</i></u></li> <li>• <u><i>Bullying and Harassment Policy</i></u></li> <li>• <u><i>WHS Administration Policy</i></u></li> <li>• <u><i>Code of Practice on Managing Psychosocial Hazards at Work</i></u></li> </ul>

Formatted: Indent: Hanging: 0.2", Space Before: 6 pt





## Introduction

[Eastern Waste Management Authority](#) (East Waste) will defend the right of every employee to perform their work without being subjected to sexual harassment. Every employee is responsible for providing an environment that is supportive of this aim and must treat everyone ~~else~~ with respect.

It is the obligation and responsibility of every employee to ensure that the workplace is free from sexual harassment. Everyone working at East Waste is responsible for the care and protection of our people and for reporting information about suspected sexual harassment.

East Waste is fully committed to its obligation to prevent and eliminate sexual harassment in the workplace.

## Purpose

The purpose of this document is to outline East Waste's position on sexual harassment and to document the process ~~which is~~ to be followed should any grievances arise.

## Definitions

Sexual harassment means any unwelcome sexual advance, unwelcome request for sexual favours, or other unwelcome conduct of a sexual nature which makes a person feel offended, humiliated, or intimidated, and where that reaction is reasonable in the circumstances.

Examples of sexual harassment include, but are not limited to:

- Staring or leering.
- Unnecessary familiarity, such as deliberately brushing up against ~~you~~ ~~someone~~ or unwelcome touching.
- Suggestive comments or jokes.
- Insults or taunts of a sexual nature.
- Intrusive questions or statements about ~~one's~~ ~~someone's~~ private life.
- Displaying posters, magazines or screen savers of an offensive nature.
- Sending sexually explicit or offensive electronic or hard copy messages.
- Inappropriate advances on social networking sites.
- Accessing sexually explicit internet sites.
- Requests for sex or repeated unwanted requests to go out on dates; and
- Behaviour that may also be considered an offence under criminal law, such as physical assault, indecent exposure, sexual assault, stalking or obscene communications.

Behaviour that is based on mutual attraction, friendship and respect is not considered to be sexual harassment.

## SEXUAL HARASSMENT POLICY (continued)

### Policy

East Waste will not tolerate sexual harassment under any circumstances. Responsibility lies with every [Line Manager](#) and employee to ensure that sexual harassment does not occur. No employee at any level should subject any other employee, customer or visitor to any form of sexual harassment. This policy applies to conduct that takes place in any work-related context, including conferences, work functions, social events and business trips.

Both federal and state Equal Employment Opportunity [and Workplace Place Health and Safety](#) legislation provide that sexual harassment is unlawful and establish minimum standards of behaviour for all employees.

A breach of this policy may result in disciplinary action, up to and including termination of employment.

East Waste strongly encourages any employee who feels they have been sexually harassed to take immediate action. If an employee feels comfortable in doing so, they should raise the issue with the person directly with a view to resolving the issue by discussion. The employee should identify the harassing behaviour, explain that the behaviour is unwelcome and offensive and ask that the behaviour stops.

However, given the seriousness of sexual harassment, we recommend that this discussion happens in consultation with the relevant [Line Manager](#)(s).

Alternatively, or in addition [to](#), they may report the behaviour in accordance with the relevant procedure. Once a report is made [the organisation East Waste](#) will determine how the report should be dealt with in accordance with its obligations and this policy.

Any reports of sexual harassment will be treated seriously and promptly with sensitivity. Such reports will be treated as completely confidential however, the person who is the subject of the complaint must be notified under the rules of natural justice. [The organisation East Waste](#) will protect, so [as far as possible](#), all those involved in the process from any victimisation.

Complainants have the right to determine how to have a complaint treated, to have support or representation throughout the process, and the option to discontinue a complaint at any stage of the process.

The alleged harasser also has the right to have support or representation during any investigation, as well as the right to respond fully to any formal allegations made. There will be no presumptions of guilt and no determination made until a full investigation has been completed.

No employee will be treated unfairly as a result of rejecting unwanted advances. Disciplinary action may be taken against anyone who victimises or retaliates against a person who has complained of sexual harassment, or against any employee who has been alleged to be a harasser.

All employees have the right to seek the assistance of the relevant tribunal or legislative body to assist them in the resolution of any concerns.

Managers, [sSupervisors, coordinators and/or tTeam lLeaders](#) who fail to take appropriate corrective action when aware of harassment of a person may be subject to disciplinary action.

## Responsibilities

It is the responsibility of East Waste [mM](#)anagerment to ensure that:

- they understand and are committed to the rights and entitlements of all employees to attend work and perform their duties, without fear of being sexually harassed in any form;
- they understand what constitutes an act of sexual harassment;
- all reasonable steps are made to eliminate sexual harassment;
- all employees are regularly made aware of their obligations in relation to providing a workplace free from sexual harassment;
- they provide an environment which discourages harassment and victimisation and set an example by their own behaviour;
- they treat all complaints seriously and confidentially; ~~and~~
- they take immediate and appropriate corrective action if they become aware of any offensive action or illegal behaviour;
- policies and procedures are complied with;
- regular guidance and education is provided to employees regarding sexual harassment and inappropriate behaviour in the workplace;
- managers are aware of their obligations and responsibilities in relation to sexual harassment, and the rights and entitlements of their employees; ~~and~~
- ongoing support and guidance is provided to all employees in relation to the prevention of sexual harassment.

## Procedures

### Complaint Process

Sexual harassment can occur at any level of the organisation, can be experienced by anyone and may involve a co-worker, supervisor, manager, [coordinator](#), team leader, service provider, client or customer. Lack of intent is no defence in sexual harassment cases.

Employees who believe they are the subject of sexual harassment should take firm, positive and prompt action.

Where possible, the employee should make the perceived harasser(s) aware that they find their behaviour offensive, unwelcome, unacceptable, and that it needs to stop immediately.

If the behaviour continues, or if the employee feels unable to speak to the person(s) directly, they should contact their [Line mM](#)anager. Alternatively, an employee may contact ~~another~~ [an alternate Managermanager that](#) they feel comfortable with.

The [mM](#)anager will provide support and ascertain the nature of the complaint and the wishes of the complainant.

### Informal Intervention

The [mM](#)anager will explain the employee's rights and responsibilities under [organisation's East Waste's](#) policy, procedures and Equal Employment Opportunity or anti-discrimination legislation.

## SEXUAL HARASSMENT POLICY (continued)

Informal intervention may be undertaken through a process of mediation or conciliation. During informal intervention the alleged harasser will be made aware of the allegations being made against them and given the right to respond.

This procedure will be complete when the complainant and the respondent come to an agreement on the procedure to be followed.

### Formal Complaints Procedure

The manager may be obliged to carry out a formal investigation in relation to a complaint of sexual harassment. Formal investigations may be conducted internally (by a manager) or by an external investigator.

An investigation involves collecting information about the complaint and then making a finding (on the balance of probabilities) based on the available information as to whether the alleged behaviour occurred. Once a finding is made, the investigator will make recommendations about resolving the complaint or implementing disciplinary action (including and up to termination of employment).

The investigator may need to interview the parties involved (which may include the complainant, the respondent, and any witnesses) to obtain information regarding the complaint. The investigator will comprehensively and accurately document all information obtained during the interviews including the parties involved, timing, location, and nature of conduct complained against.

If the investigator considers it appropriate for the safe and efficient conduct of an investigation, workplace participants may be stood down from work or provided with alternative duties during an investigation in which case they will be paid their normal pay during any such period.

Throughout the investigation process, all parties involved in the investigation will be regularly kept informed about the investigation.

Records are to be kept and filed in a confidential and secure place. These records should be kept for a period consistent with the requirements of the *States Records Act 1997*. Under no circumstances will records be placed on the complainant's personnel file.

On the basis of the findings, possible outcomes of the investigation may include, but will not be limited to, any combination of the following:

- **C**ounselling;
- **D**isciplinary action against the harasser;
- **O**fficial warnings that are noted in the respondent's personnel file;
- **D**isciplinary action against the person who complained if there is strong evidence that the complaint was vexatious or malicious;
- **F**ormal apologies and undertaking that the behaviour will cease;
- **M**ediation conducted by an impartial third party where the parties to the complaint agree to a mutually acceptable resolution; and
- **R**e-crediting any leave taken as a result of the harassment.

On completion of the investigation, all parties will be informed about the investigation findings and the outcome of the investigation – as appropriate and in line with confidentiality obligations.

## SEXUAL HARASSMENT POLICY (continued)

Following an investigation concerning a sexual harassment complaint (irrespective of the findings), the [mManager](#) will:

- consult with the parties involved to monitor the situation and their wellbeing; and
- educate and remind all employees of their obligations and responsibilities in relation to providing a workplace free from harassment.

If there has been any substantiated victimisation, disciplinary procedures will be followed.

### Procedures for Dealing with Criminal Conduct

Some forms of sexual harassment (e.g. sexual assault, stalking, indecent exposure, physical molestation, obscene phone calls) may constitute criminal conduct.

Such complaints should be dealt with by the relevant authorities such as the South Australian Police as part of the criminal justice system.

### Related Document(s)

- [Behavioural Standards Policy](#)

## 9.7: INFORMATION REPORT FOR JUNE 2024

**REPORT AUTHOR:** General Manager  
A. Outstanding Resolutions Register  
B: Annual Reporting Calendar

---

### **Purpose and Context**

The Information Report for June 2024 presents updates on Standing Items and other matters for the attention of the East Waste Audit and Risk Management Committee.

### **Recommendation**

*That the East Waste Audit and Risk Management Committee receives and notes the Information Report for June 2024.*

### **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 providing general information, principally for note, that Administration provides East Waste Audit and Risk Management Committee to assist with governance confidence.

### **Discussion**

The following items are presented for the information of the East Waste Audit and Risk Management Committee:

1. *Outstanding Resolutions Register (Refer Attachment A)*

The Outstanding Resolutions Register depicts the status of past resolutions of the Committee for the period to 23 April 2024. At this time, as indicated on the attached Register, all current resolutions have been actioned.

2. *Annual Reporting Calendar (Refer Attachment B)*

The attached Annual Reporting Calendar provides a snapshot update of the progress of East Waste's key legislative and governance reporting requirements for the calendar year.

## ITEM 9.7 - ATTACHMENT A

Audit and Risk Management Committee Outstanding Resolutions Register as at 6 May 2024				
Meeting Date	Item	Topic	Resolution	Status
23/04/2024	8.1	Financial Report: FY24 Budget Review Three	Moved Ms S Di Blasio that the Committee notes and accepts the forecasted end of year FY2024 result associated with the 2023/24 Budget Review Three and recommends to the East Waste Board for endorsement. Seconded Mr P Di Iulio	<b>COMPLETED</b> At its meeting of 2 May 2024 the East Waste Board noted and accepted the forecasted end of year FY2024 result associated with the 2023/24 Budget Review Three.
23/04/2024	10.1	Committee Recommendations Reporting	Enquiry regarding the benefit of providing more fulsome reporting to the East Waste Board from Audit and Risk Committees as required under the <i>Local Government Act 1999</i> . Administration advised that they don't believe as a subsidiary it is required, but nonetheless support the approach and as it promotes good governance and will implement such reporting to the East Waste Board.	Clause 30 of Schedule 2 of the <i>Local Government Act 1999</i> specifies the functions of the Audit Committee of a regional subsidiary. The Act is silent on the reporting obligations of such a committee. Administration presented the inaugural 'Minutes of the Audit and Risk Management Committee Report' to the East Waste Board on 2 May 2024. The Board received and noted the report.



# ITEM 9.7 - ATTACHMENT B

## East Waste Annual Reporting Calendar Board and Audit & Risk Management Committee 2024

	Feb	Apr/May	Jun	Sep	Nov	
Audit & Risk Management Committee Meeting	Feb 21	Apr 23	Jun 19	Sep 17	Nov 13	✓ Item previously presented/endorsed
Board Meeting	Feb 29	May 2	Jun 27	Sep 26	Nov 21	<ul style="list-style-type: none"> <li>✓ Item included in current meeting Agenda</li> <li>• Item deferred to a future meeting</li> </ul>
						■ Item not presented this calendar year

Meeting	Financial						Notes
B	A&R	Budget Review 2	✓				
B	A&R	Draft Annual Plan & Budget Assumptions	✓				
	A&R	Review of Proposed External Audit Work Plan		✓			
B	A&R	Review of Asset Management Plan		✓			Deferred to June meetings, in conjunction with LTFFP review.
B	A&R	Budget Review 3		✓			
B	A&R	Long Term Financial Plan Review			•		Presentation following endorsement of AMP.
B	A&R	Interim Audit Report			✓		Undertaken in May by Galpins.
B	A&R	Annual Plan and Budget Endorsement			✓		
B		Review of Confidential Orders			✓		
B	A&R	Draft Audited Financial Statements & Meeting with Auditor					
B	A&R	Regulation 10 Financial Report					
B	A&R	Draft Annual Report for Endorsement					
B	A&R	Budget Review 1					
B	A&R	Treasury Management Performance Report					
<b>Governance</b>							
B	A&R	Board & Committee Appointments	✓				
B		Annual Education Summary Report			✓		
B		Lodgment of RPD, Primary, and Ordinary Returns					
B		General Manager Performance Review					
B	A&R	Policy Review Schedule					
B	A&R	Audit & Risk Management Committee Performance Evaluation					
B		Board Performance Evaluation					
B	A&R	Proposed Meeting Schedule for Proceeding Year					
<b>Risk</b>							
B	A&R	Strategic Risk Register Review	✓				Presented at February 2024 meeting, next Annual Review to occur in April 2025.