



## NOTICE OF SPECIAL COUNCIL MEETING

To: Mayor Jan-Claire Wisdom

Councillor Ian Bailey
Councillor Kirrilee Boyd
Councillor Nathan Daniell
Councillor Pauline Gill
Councillor Chris Grant
Councillor Linda Green
Councillor Malcolm Herrmann
Councillor John Kemp
Councillor Leith Mudge
Councillor Mark Osterstock
Councillor Kirsty Parkin
Councillor Andrew Stratford

Notice is hereby given pursuant to the provisions under Section 82 of the *Local Government Act 1999* that a Special meeting of the Council will be held on:

**Tuesday 17 May 2022**  
**6.30pm**  
**63 Mt Barker Road Stirling**

Business of the meeting:

1. Presentation Southern & Hills Local Government Association
2. Southern & Hills Local Government Association Draft 2022-23 Budget & Member Contributions
3. Presentation Adelaide Hills Region Waste Management Authority
4. Adelaide Hills Region Waste Management Authority Draft 2022-23 Annual Business Plan & Budget
5. Presentation East Waste
6. East Waste Draft 2022-23 Annual Business Plan & Budget
7. Appointment of Consultant to undertake the CEO Performance & Remuneration Reviews

A copy of the Agenda for this meeting is supplied under Section 83 of the Act.

Meetings of the Council are open to the public and members of the community are welcome to attend. Public notice of the Agenda for this meeting is supplied under Section 84 of the Act.

**Andrew Aitken**  
**Chief Executive Officer**



## **AGENDA FOR SPECIAL COUNCIL MEETING**

**Tuesday 17 May 2022  
6.30pm  
63 Mt Barker Road Stirling**

### **ORDER OF BUSINESS**

**1. COMMENCEMENT**

**2. OPENING STATEMENT**

Council acknowledges that we meet on the traditional lands and waters of the Peramangk and Kaurna people. They are Custodians of this ancient and beautiful land and so we pay our respects to Elders past, present and emerging. We will care for this country together by ensuring the decisions we make will be guided by the principle that we should never decrease our children's ability to live on this land.

**3. APOLOGIES/LEAVE OF ABSENCE**

3.1. Apology

3.2. Leave of Absence

**4. DECLARATION OF INTEREST BY MEMBERS OF COUNCIL**

**5. PRESIDING MEMBER'S OPENING REMARKS**

**6. PUBLIC FORUM**



**7. BUSINESS OF THE MEETING**

7.1. Southern & Hills Local Government Association Draft 2022-23 Budget & Member Contributions (including Presentation)

1. *That the report be received and noted*
2. *That the Southern & Hills Local Government Association's draft 2022-23 Budget (including Member Contributions) be received and noted.*

7.2. Adelaide Hills Region Waste Management Authority Draft 2022-23 Annual Business Plan & Budget (including Presentation)

1. *That the report be received and noted*
2. *To advise the Adelaide Hills Region Waste Management Authority Board that Council has reviewed and approved the Adelaide Hills Region Waste Management Authority Draft Annual Business Plan and Budget 2022-23*

7.3. East Waste Draft 2022-23 Annual Business Plan & Budget (including Presentation)

1. *That the report be received and noted*
2. *To provide consent to the Eastern Waste Management Authority Draft Annual Plan 2022-23*

**8. CONFIDENTIAL ITEM**

8.1. Appointment of Consultant to undertake the CEO Performance & Remuneration Reviews

**9. CLOSE SPECIAL COUNCIL MEETING**

**ADELAIDE HILLS COUNCIL  
SPECIAL COUNCIL MEETING  
Tuesday 17 May 2022  
AGENDA BUSINESS ITEM**

**Item:** 7.1

**Responsible Officer:** Lachlan Miller  
Executive Manager Governance & Performance  
Office of the Chief Executive

**Subject:** Southern & Hills Local Government Association – Draft 2022-23  
Budget and Member Contributions

**For:** Information

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**SUMMARY**

The Southern & Hills Local Government Association (SHLGA) is a Regional Subsidiary created under s43 of the *Local Government Act 1999* (the Act) to which the Adelaide Hills Council is a Constituent Council.

The SHLGA Board has developed a draft 2022-23 Budget (**Appendix 1**) derived from the rolling 4 year Business Plan. The SHLGA Charter requires the Board to review its Business Plan in conjunction with the Constituent Councils prior to adopting the draft budget.

The draft 2022-23 Budget contains the subscriptions (Member Contributions) for each of the Constituent Councils (**Appendix 2**). The Board is proposing a 2.0% increase in contributions for 2022-23.

It should be noted that all Constituent Councils (except Kangaroo Island) also contribute towards the Climate Adaptation Coordinator. AHC's contribution is \$17,819.

The purpose of this report is for Council to consider the draft Budget and provide any feedback as appropriate. There is no requirement in the SHLGA Charter for the Constituent Councils to approve the Budget or Member Contributions.

**RECOMMENDATION**

**Council resolves:**

- 1. That the report be received and noted**
  - 2. That the Southern & Hills Local Government Association's draft 2022-23 Budget (including Member Contributions) be received and noted.**
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## 1. BACKGROUND

### Establishment and Purpose

SHLGA is a regional subsidiary with the following constituent councils: District Council of Mount Barker, City of Victor Harbor, District Council of Yankalilla, Adelaide Hills Council, Alexandrina Council, Kangaroo Island Council and The Barossa Council.

SHLGA (see Charter at **Appendix 1**) has been established for the following purposes:

- To work collaboratively with the LGA to achieve the aims and objectives of the LGA.
- To encourage, promote, protect and foster an efficient and effective autonomous, democratic system of local government elected by and responsible to local communities
- To identify available resources within the region and to co-ordinate or assist in co-ordinating the management of these resources for the betterment of their region's community
- To encourage, assist, seek out, determine, assess and respond to the needs and aspirations of the region's constituents
- To develop, encourage, promote, foster and maintain consultation and co-operation between local government authorities, State and Commonwealth Governments and their instrumentalities

### Budget

Clause 8.3 of the SHLGA's Charter states that the Association must prepare a budget for the forthcoming financial year and the budget must be consistent with the business plan but the budget must not be adopted prior to 31 May for the ensuing financial year. Further, this annual budget must be submitted to the CEO of each Constituent Council within 5 business days after adoption.

At its 22 April 2022 meeting, the SHLGA Board resolved to consult with its Constituent Councils in relation to the draft 2022-23 Budget (**Appendix 1**).

The draft 2022-23 Budget proposes a surplus of \$19,546 achieved through modest increases in project income and reductions in project expenditure through a number of projects entering their final phases. The budget contains a number of notations to contextualise individual budget lines.

Member Contributions (**Appendix 2**) consist of two components: a base subscription paid equally by all Constituent Councils of \$20,000 and then a Special Levy based on elector numbers. For Adelaide Hills Council, the total Member Contribution for 2022-23 is \$23,439 (excl GST) which is an increase by \$540 (or 2%) on the 2021-22 contribution.

## 2. ANALYSIS

### ➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

*Strategic Plan 2020-24 – A brighter future*

*Goal 5 A Progressive Organisation*

*Objective O4 We actively represent our community*

*Priority O4.3 Advocate to, and exert influence with, our stakeholders on behalf of our community to promote the needs and ambitions of the region*

*Objective O5 We are accountable, informed, and make decisions in the best interests of the whole community*

*Priority O5.1 Enhance governance structures and systems to prudently adapt to changing circumstances and meet our legislative obligations*

### ➤ Legal Implications

Section 43 of the *Local Government Act 1999* (the Act) sets out the processes for the establishment of regional subsidiaries. Regional subsidiaries can be established to provide a specific service or services to carry out a specified activity or to perform a function of the councils.

To establish a s43 regional subsidiary a resolution from each constituent council is required, a charter and other mandated arrangements agreed, and Ministerial approval granted.

Council’s appointees to the S&HLGA Board are Mayor Wisdom and CEO Andrew Aitken with Executive Manager Governance & Performance, Lachlan Miller, as the Deputy Board Member. As such, for the purposes of s120(3) of the *Local Government Act 1999*, Lachlan Miller, as the author of this report, is required to advise Council of the interest.

Clause 8, Schedule 2 requires that a regional subsidiary must prepare and adopt a business plan. The plan must set out the performance targets, a statement of the financial and other resources, and the performance measures to be used to monitor and assess performance against the performance targets.

### ➤ Risk Management Implications

The sustainable funding of regional subsidiaries to achieve their business plans will assist in mitigating the risk of:

*Poor governance practices occur which lead to a loss of stakeholder (i.e. customer and regulator) confidence and/or legislative breaches.*

Inherent Risk	Residual Risk	Target Risk
Extreme (5C)	Low (3E)	Low (3E)

Note that there are many other controls that assist in mitigating this risk.

➤ **Financial and Resource Implications**

The proposed 2022-23 SHLGA Member Contributions are lower than included in the draft 2022-23 AHC ABP and Budget.

It should be noted that all Constituent Councils (except Kangaroo Island) also contribute towards the Climate Adaptation Coordinator. AHC's contribution is \$17,819 and this is provided for in the Sustainability budget.

➤ **Customer Service and Community/Cultural Implications**

There are no direct end-user customer service implications regarding this report.

➤ **Sustainability Implications**

Not directly applicable.

➤ **Engagement/Consultation conducted in the development of the report**

Consultation on the development of this report was as follows:

<i>Council Committees:</i>	Not Applicable
<i>Council Workshops:</i>	Not Applicable
<i>Advisory Groups:</i>	Not Applicable
<i>External Agencies:</i>	SHLGA
<i>Community:</i>	Not Applicable

**3. OPTIONS**

Council has the following options:

- I. To receive and note the draft 2022-23 SHLGA Budget (Recommended)
- II. To resolve to provide any commentary to the SHLGA Board.

**4. APPENDICES**

- (1) Draft 2022-23 SHLGA Budget
- (2) Draft 2022-23 SHLGA Member Contributions

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# **Appendix 1**

*Draft 2022-23 SHLGA Budget*

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Profit & Loss					Budget	Draft			
Southern & Hills Local Government Association					(Revised 31 Dec 2021)				
For the month ended March 2022									
	YTD Actual	YTD Budget	Var AUD	Var %	Comment	2021-2022 Budget	2022-2023 Budget	Note	2022-23 Budget Comment
<b>Income</b>									
Annual Levy	\$9,423.00	\$9,423.00	\$0.00	0.0%		\$9,423.00	\$9,680.30	1	Based on 2022 elector numbers
Annual Subscriptions	\$120,000.00	\$120,000.00	\$0.00	0.0%		\$120,000.00	\$123,000.00	2	Members Subscription rates up by \$500 p.a per member ( 2.5% cpi )
Grants - LGA	\$0.00	\$0.00	\$0.00			\$0.00	\$0.00		
Grants - LGA Capacity	\$42,783.00	\$42,783.00	\$0.00	0.0%	LGA Regional Capacity Grant	\$42,783.00	\$43,650.00	3	Regional Capacity Grant
Grants - Other	\$0.00	\$0.00	\$0.00			\$0.00	\$0.00		
Grants - LGA R&D	\$0.00	\$0.00	\$0.00			\$0.00	\$0.00	4	Not anticipating any new LGA R&D applications for 2021-2022
Interest Income	\$493.00	\$610.00	-\$117.00	-19.2%		\$650.00	\$500.00	5	Carryover initial Cash in Bank drawing down and Low interest rate regime
Misc Revenue	\$4,208.00	\$1,208.00	\$3,000.00	248.3%	Regional Public Health award prize	\$1,208.00	\$0.00	6	non anticipated
Project Levies (Transport )	\$18,533.00	\$18,533.00	\$0.00	0.0%	SLRP management fee	\$18,533.00	\$18,000.00	7	Estimated management fee of 1% on anticipated 2022-23 SLRP funding \$1.8m
Project Levies ( Regional Public Health )	\$20,000.00	\$20,000.00	\$0.00	0.0%		\$23,000.00	\$0.00	8	RPH Plan levies collected in 2021-2022 Financial year
Project Levies ( RH&C )	\$64,954.00	\$54,954.00	\$10,000.00	18.2%		\$54,954.00	\$60,000.00	9	Subject to Member Council agreement and S&HLGA Project Funding Formula
Project Levies ( SACCA )	\$8,000.00	\$8,000.00	\$0.00	0.0%	Coastal Alliance fees	\$8,000.00	\$8,280.00	10	Collected on behalf of SACCA. 3.5% increase
Project Levies ( Other )	\$0.00	\$0.00	\$0.00			\$0.00	\$0.00		
<b>Total Income</b>	<b>\$288,394.00</b>	<b>\$275,511.00</b>	<b>\$12,883.00</b>	<b>4.7%</b>		<b>\$278,551.00</b>	<b>\$263,110.30</b>		
<b>Gross Profit</b>	<b>\$288,394.00</b>	<b>\$275,511.00</b>	<b>\$12,883.00</b>	<b>4.7%</b>		<b>\$278,551.00</b>	<b>\$263,110.30</b>		
<b>Less Operating Expenses</b>									
Accounting	\$437.00	\$522.00	-\$85.00	-16.3%		\$700.00	\$700.00		
Audit	\$5,537.00	\$5,536.00	\$1.00	0.0%		\$5,536.00	\$5,500.00		
Bank Fees	\$0.00	\$25.00	-\$25.00	-100.0%		\$25.00	\$25.00		
Board & Meeting Expenses	\$1,507.00	\$1,328.00	\$179.00	13.5%		\$1,600.00	\$2,000.00		
Computer expenses	\$741.00	\$1,125.00	-\$384.00	-34.1%		\$1,500.00	\$1,600.00		
Consulting - Contract	\$0.00	\$0.00	\$0.00			\$0.00	\$0.00	9	No new grants or projects
General Expenses	\$48.00	\$180.00	-\$132.00	-73.3%		\$250.00	\$750.00		
Insurance	\$6,569.00	\$5,063.00	\$1,506.00	29.7%		\$6,750.00	\$7,000.00		
Legal	\$0.00	\$0.00	\$0.00			\$0.00	\$0.00		
Marketing - website & promotion Expenses	\$4,016.00	\$4,015.00	\$1.00	0.0%	LGA squiz contract	\$4,015.00	\$4,100.00	10	Annual fees for LGA squiz hosting our website
Travel Expenses	\$1,688.00	\$1,272.00	\$416.00	32.7%		\$2,000.00	\$1,500.00		
Office Expenses	\$0.00	\$140.00	-\$140.00	-100%		\$150.00	\$275.00		
Postage, Printing & Stationery	\$209.00	\$873.00	-\$664.00	-76.1%		\$1,000.00	\$1,500.00		
Project General (SACCA)	\$8,000.00	\$8,000.00	\$0.00	0.0%	Coastal alliance fees passed to host LCLGA	\$8,000.00	\$8,280.00		
Project 1 ( Public Health )Expenses	\$18,283.00	\$20,498.00	-\$2,215.00	-10.8%		\$27,783.00	\$10,500.00	11	Public Health Plan reporting/marketing plus new S&HLGA Public Health Plan
Project 2 ( Transport )Expenses	\$18,253.00	\$3,000.00	\$15,253.00	508.4%		\$30,073.00	\$3,000.00	12	RWP meetings & SLRP funding applications
Project 3 Resilient Regions Coordinator	\$16,500.00	\$16,746.00	-\$246.00	-1.5%		\$33,500.00	\$33,500.00	13	Meeting RH&C expenses
Project 4 LGLIC	\$56,129.00	\$52,777.00	\$3,352.00	6.4%	Carryover projects expenditure	\$72,068.00	\$0.00	14	Projects completed
Subscriptions	\$0.00	\$400.00	-\$400.00	-100.0%		\$1,000.00	\$1,100.00		
Training & Development - Seminars & Conferences	\$190.00	\$1,500.00	-\$1,310.00	-87.3%		\$1,600.00	\$2,000.00	15	2 x LGA conferences, ALGA, Eco Development Forum
Telephone & Internet	\$1,661.00	\$1,651.00	\$10.00	0.6%		\$2,200.00	\$2,500.00		
<b>Total operating expenses</b>	<b>\$139,768.00</b>	<b>\$124,651.00</b>	<b>\$15,117.00</b>			<b>\$199,750.00</b>	<b>\$85,830.00</b>		
<b>Employment cost</b>									
Wages & salaries	\$95,385.00	\$94,392.00	\$993.00	1.1%		\$125,860.00	\$125,860.00	16	Frozen at 2019-2020 rates
Vehicle allowance/expenses	\$15,743.00	\$12,600.00	\$3,143.00	24.9%		\$16,800.00	\$16,800.00		
Superannuation	\$9,538.00	\$9,663.00	-\$125.00	-1.3%		\$13,354.00	\$13,354.00		
Workers compensation	\$1,546.00	\$1,688.00	-\$142.00	-8.4%		\$1,688.00	\$1,720.00		
<b>Total employment costs</b>	<b>\$122,212.00</b>	<b>\$118,343.00</b>	<b>\$3,869.00</b>			<b>\$157,702.00</b>	<b>\$157,734.00</b>		
<b>Total Expenses</b>	<b>\$261,980.00</b>	<b>\$242,994.00</b>	<b>\$18,986.00</b>	<b>7.8%</b>		<b>\$357,452.00</b>	<b>\$243,564.00</b>		
<b>Net Profit</b>	<b>\$26,414.00</b>	<b>\$32,517.00</b>	<b>-\$6,103.00</b>	<b>-18.8%</b>		<b>-\$78,901.00</b>	<b>\$19,546.30</b>		
<b>Notes</b>									
1. 2022 official elector numbers confirmed from 2022 LGA Directory									
2. Potential new members for 2022-2023 yet to be identified. CPI increase in subs									
3. S&HLGA should receive only one grant in 2022-32 - Capacity Building Grant from the LGA									
4. No obvious new R&D projects are on the radar									
5. S&HLGA estimated carried forward Bank will be approx \$70k net of contingent liabilities but LGFA investment interest rate is low and likely to remain unchanged									
6. Nothing anticipated									
7. S&HLGA have a 1% management fee on successful SLRP applications to build reserve fund for future Regional Transport Plan. We expect successful total funding of \$1,800,00 for 2022-2023.									
8. S&HLGA compelled to produce new Public Health Plan. Project formula applied to 6 member Councils in 2021-2022. Carried forward expenditure									
9. No new grants or projects anticipated during 2021-2022									
10. LGA hosting fees for S&HLGA website on new Squiz platform									
11. Minor general S&HLGA regional public health committee meeting expenses plus carried forward expenditure on Regional Public Health Plan update									
12. RWP meeting costs with HDS to discuss the next round of SLRP funding and the region's applications as well as general strategy meeting									
13. RH&C Co-ordinator expenditure running calendar year so out of sync.									
14. Projects completed and acquited									
15. Estimate for annual LGA conferences and ALGA plus Eco Development forum									
16. EO remuneration frozen									

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# **Appendix 2**

*Draft 2022-23 SHLGA Member Contributions*

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council	No. Electors - 2022	\$ special levy	subscription	Total S&HLGA contribution	GST	Total S&HLGA contribution Incl GST	Paid date
Adelaide Hills	29392	\$ 2,939.20	\$ 20,500.00	\$ 23,439.20	\$ 2,343.92	\$ 25,783.12	
Alexandrina Council	21151	\$ 2,115.10	\$ 20,500.00	\$ 22,615.10	\$ 2,261.51	\$ 24,876.61	
Kangaroo Island	3481	\$ 348.10	\$ 20,500.00	\$ 20,848.10	\$ 2,084.81	\$ 22,932.91	
Mt Barker	25783	\$ 2,578.30	\$ 20,500.00	\$ 23,078.30	\$ 2,307.83	\$ 25,386.13	
Victor Harbor	12902	\$ 1,290.20	\$ 20,500.00	\$ 21,790.20	\$ 2,179.02	\$ 23,969.22	
Yankalilla	4094	\$ 409.40	\$ 20,500.00	\$ 20,909.40	\$ 2,090.94	\$ 23,000.34	
	<b>96803</b>	<b>\$ 9,680.30</b>	<b>\$ 123,000.00</b>	<b>\$ 132,680.30</b>	<b>\$ 13,268.03</b>	<b>\$ 145,948.33</b>	

Xero Sales Inventory Item      Annual Membership subscription  
Annual Service Charge

**ADELAIDE HILLS COUNCIL  
SPECIAL COUNCIL MEETING  
Tuesday 17 May 2022  
AGENDA BUSINESS ITEM**

<b>Item:</b>	<b>7.2</b>
<b>Responsible Officer:</b>	<b>John McArthur Manager Sustainability, Waste and Emergency Management Infrastructure and Operations</b>
<b>Subject:</b>	<b>Adelaide Hills Region Waste Management Authority - Draft Annual Business Plan and Budget 2022-23</b>
<b>For:</b>	<b>Decision</b>

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#### **SUMMARY**

Council has received correspondence from the Adelaide Hills Region Waste Management Authority (AHRWMA) seeking approval of the draft *AHRWMA 2022-23 Annual Business Plan and Budget* (refer **Appendix 1**) pursuant with requirements of the *AHRWMA Charter* (the “Charter”). The Charter requires consent of the *AHRWMA Annual Business Plan and Budget 2022-23* (the “ABP&B”) from Member Councils prior to 31 May 2022. The purpose of this report is to seek Council’s approval of the ABP&B.

#### **RECOMMENDATION**

##### **Council resolves:**

- 1. That the report be received and noted**
  - 2. To advise the Adelaide Hills Region Waste Management Authority Board that Council has reviewed and approved the Adelaide Hills Region Waste Management Authority *Draft Annual Business Plan and Budget 2022-23***
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#### **1. BACKGROUND**

The AHRWMA is a regional subsidiary established pursuant to Section 43 of the *Local Government Act 1999* to undertake sustainable waste management through shared services for the communities of the Adelaide Hills, Alexandrina, Mt Barker and Murray Bridge Council areas. The Constituent Councils which comprise the Authority are the Adelaide Hills Council, the Alexandrina Council, Mount Barker District Council and the Rural City of Murray Bridge.

The Authority prepares an annual business plan and budget in consultation with its Constituent Councils. Approval of the draft ABP&B by the Constituent Councils enables the AHRWMA to continue providing an efficient and effectively managed and operated shared landfill site at Brinkley, located within and owned by the Rural City of Murray Bridge.

The Authority's Board have approved the draft AB&B for 2022-23 for referral to Constituent Councils.

## 2. ANALYSIS

### ➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

*Strategic Plan 2020-24 – A brighter future*

Goal 4	A valued Natural Environment
Objective N4	Reduce the impact of waste to landfill by maintaining a robust waste and resource management framework
Priority N4.4	Implement new or improved waste service opportunities whilst continuing to provide ongoing resource recovery and waste service to our community

Having a well-functioning and governed waste and recycling regional subsidiary guided by an annual plan and appropriately resourced through an adopted budget assists Council to implement new or improved waste service opportunities and to provide ongoing resource recovery and waste services to the community.

Delivery of waste and recycling strategic outcomes, actions within the *Resource Recovery and Recycling Strategy* and implementation of the *Waste & Resource Recovery Service Policy* align with activities within the *AHRWMA Annual Plan*.

### ➤ Legal Implications

The AHRWMA is a Regional Subsidiary established under Section 43 (Ability of councils to establish a regional subsidiary) and Schedule 2 (Provisions applicable to subsidiaries) of the *Local Government Act 1999*.

Schedule 2 requires that a regional subsidiary must prepare and adopt a business plan. The plan must set out the performance targets, a statement of the financial and other resources, and the performance measures to be used to monitor and assess performance against the performance targets. The plan can be a multi-year plan but the regional subsidiary must review its business plan on an annual basis in consultation with its Constituent Councils. In accordance with Clause 5.2.3 of the Charter the Business Plan must be approved by Constituent Councils.

The Authority's Charter states that the Authority shall, prepare and after 31 May of each year adopt an annual budget for the ensuing financial year in accordance with the *Local Government Act 1999*. Clause 4 of the Charter requires approval of the Budget from the Constituent Councils.

### ➤ Risk Management Implications

Review and consent of the AHRWMA ABP&B will assist in mitigating the risk of:

*Failure to approve the AHRWMA Annual Business Plan and Budget leading to the reduced ability of the Authority to discharge its role as set out in its Charter.*

Inherent Risk	Residual Risk	Target Risk
High (3B)	Low (2D)	Low (2D)

The report recommendation does not result in a new mitigating action. The CEO will however need to formally advise the AHRWMA Executive Officer of the outcome of Council's consideration of this matter.

➤ **Financial and Resource Implications**

The total waste disposal fee budgeted by the AHRWMA for all Constituent Councils in 2022-23 exclusive of the State Government's Solid Waste Levy (SWL) is \$1.126m. Additional to the waste disposal fee is the SWL totalling \$2.525m (assumes a 3.3% increase). These costs include kerbside collection and waste disposal from resource recovery centres managed by the AHRWMA.

Specific to Adelaide Hills Council for the 2022-23 financial year Council's landfill disposal costs from the kerbside bin service for residual waste has been budgeted at \$1.200m. This forecast has been based on year to date 2021-22 actuals and is subject to change based on residual waste volumes generated by the community through the kerbside bin service. Of this amount, \$896k has been allowed for the SWL with landfill costs payable to the AHRWMA budgeted at approximately \$304k.

In addition to the landfill service the AHRWMA also manages Council's Heathfield Resource Recovery Centre (HRRC). The net cost to manage the HRRC has been budgeted at \$50k for the 2022-23 financial year. This cost is inclusive of landfill disposal costs, Solid Waste Levy and provision of all services including polystyrene recycling and household paint and chemical drop off.

The amount budgeted by AHRWMA for Adelaide Hills Council has been included in the 2022-23 Draft Budget adopted by Council for consultation together with an allowance for increased costs given that the AHRWMA budget was prepared in March/April 2022 and therefore unlikely to have fully factored in all costs increases as reflected in the very high March CPI figures recently released at the end of April 2022.

➤ **Customer Service and Community/Cultural Implications**

There are no direct customer service or community/cultural implications relating to this report. Indirectly, adoption of the report recommendation will ensure ongoing efficient and effective waste management services are maintained for the disposal of community residual waste.

➤ **Sustainability Implications**

The services provided by the AHRWMA align with Council’s desired environmental outcomes. Accordingly, a sound and well considered annual business plan and sufficient financial resources to deliver intended outcomes is necessary to maximise environmental benefits through the services provided by the Authority.

➤ **Engagement/Consultation conducted in the development of the report**

Consultation on the development of this report was as follows:

*Council Committees:* Not Applicable

*Council Workshops:* A presentation to Council Members on the draft 2022-23 AHRWMA ABP&B is to be provided by the Executive Officer of the Authority on 17 May 2022 prior to Council’s consideration of this matter.

*Advisory Groups:* Not Applicable

*External Agencies:* Adelaide Hills Region Waste Management Authority

*Community:* Not Applicable

The AHRWMA 10 Year Strategic Plan (under review) contains the following objectives:

- To take a leadership role in resource recovery & community education
- To responsibly develop & manage the Landfill
- To provide financial sustainability in waste services for Constituent Councils by pursuing a shared services model
- To advocate research & promote best practice waste management & actively represent Constituent Councils in all forums
- To be a fully compliant Regional Subsidiary that meets the highest standards in governance, financial & human resource management.

The draft ABP&B supports the objectives of the 10 Year Strategic Plan outlined above. Specifically, the draft ABP&B contains a total of 18 performance targets (refer the Actions Summary Table in **Appendix 1**) including:

- Implement the Waste and Resources Management Plan and action the initiatives identified within the plan.
- Finalisation of the 10-year Strategic Plan
- Induct the newly appointed Board and independent Chair

- Continue to explore options to coordinate Member Council waste services where cost savings can be identified and progressively implement approved shared services across Member Councils
- Create a Waste and Resources Recovery Officer Position within the Authority – providing Strategic Support for Constituent Councils
- Continue to operate the Resource Recovery Centres efficiently, with a focus on resource recovery, waste hierarchy and cost effectiveness.

In addition to the performance targets outlined above the AHRWMA will implement the revised and recently adopted Charter following adoption of the new Board. Implementation of the new Board is currently in progress and expected to be finalised in the near future. Council Members would recall at the March 2022 Ordinary Council meeting it was resolved that Mr John McArthur be nominated as the Board Member appointee for a two year term and Cr Ian Bailey as the Deputy Board Member appointee until the end of the current Council term.

### **3. OPTIONS**

Council has the following options:

- I. Approve the draft ABP&B for the 2022-23 financial year (recommended).  
This option is recommended as it will allow the AHRWMA to continue to provide efficient and cost effective waste and recycling services to the Constituent Councils.
- II. Not approve the draft ABP&B for the 2022-23 Financial Year.  
This option is not recommended as it may lead to delays in the AHRWMA adopting their budget and in turn potentially effecting service delivery either short or long term.
- III. Note the draft ABP&B for the 2022-23 with suggested amendments.  
This option is not recommended as any suggested amendments to the ABP&B will need the endorsement of the other Constituent Councils and the Board before they can be accepted. This outcome would delay the adoption of the ABP&B by the Board and potentially may not result in any changes being agreed to by the other Constituent Councils or the Board. Staff are therefore recommending that Council endorse Option 1 above in order for the Authority to continue to provide landfill and other waste and recycling services for Constituent Councils.

### **4. APPENDIX**

- (1) Draft AHRWMA Annual Business Plan and Budget 2022/23



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# **Appendix 1**

*Draft AHRWMA Annual Business Plan and Budget  
2022/23*

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# ADELAIDE HILLS REGION WASTE MANAGEMENT AUTHORITY

DRAFT ANNUAL BUSINESS PLAN & BUDGET 2022/23

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The Rural City of  
MURRAY  
BRIDGE



**AHRWMA**

*“Sustainable Waste Management Through Shared Services”*

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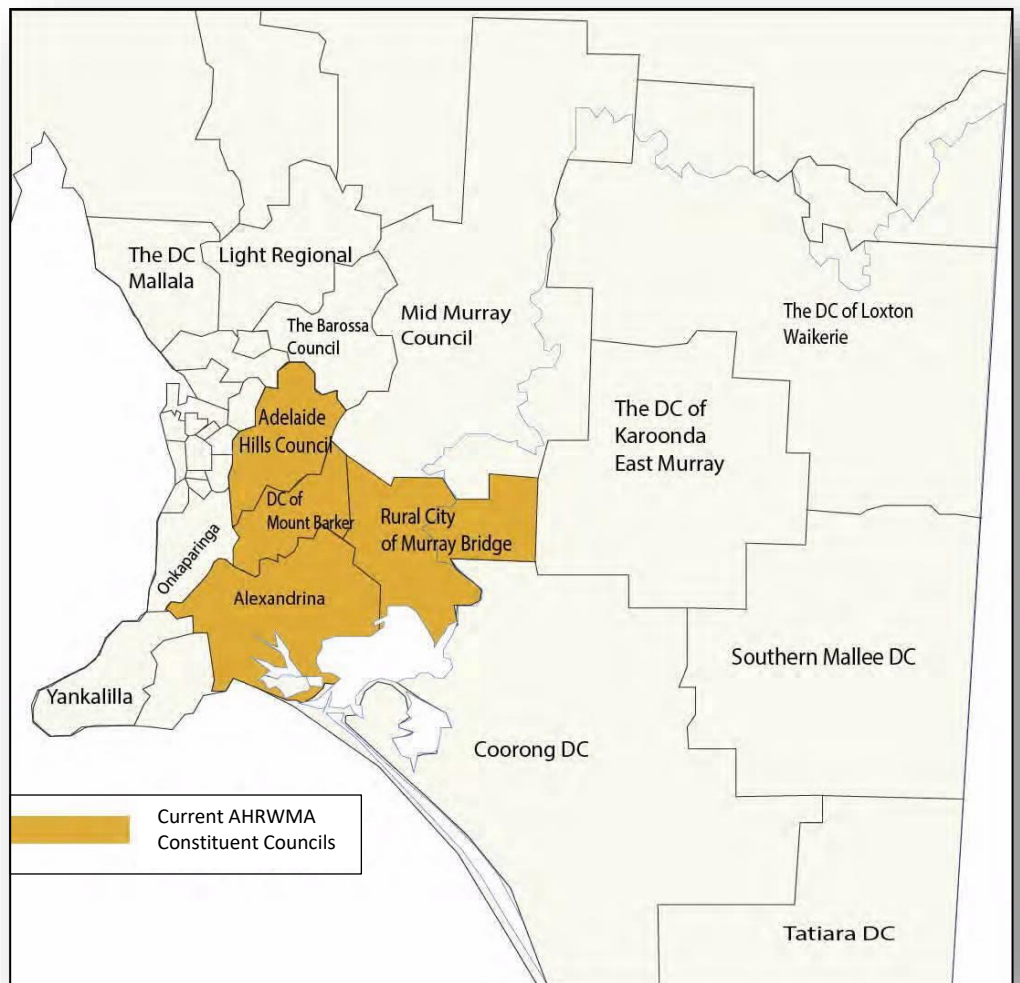
# About AHRWMA

The Adelaide Hills Region Waste Management Authority (the Authority) is a Local Government Regional Subsidiary established by its Constituent Councils – the Adelaide Hills Council, The Alexandrina Council, The Mount Barker District Council and The Rural City of Murray Bridge.

Waste management and recycling services for local ratepayers, residents and visitors is a key Local Government function. The Constituent Councils resolved to work together through the Authority to coordinate waste management and recycling within the region.

The Authority undertakes landfill operations, resource recovery facility management, hooklift truck transport services and mobile concrete crushing for the benefit of its Constituent Councils. The Authority provides an avenue for Constituent Councils to be represented in relevant forums and provides technical waste and resource management advice to Constituent Councils when required.

The Authority continues to focus on evaluating waste and recycling services throughout the region to determine where it can add value to Constituent Councils by applying a resource sharing model.



# Introduction and Background

Welcome to the Authority's Annual Business Plan and Budget for the 2022/23 financial year. In accordance with the requirements set out in the Local Government Act, this business plan outlines the performance targets that the Authority aims to pursue, performance measures and an associated budget.

## The Charter

The process of preparing and adopting the Annual Business Plan and Budget meets the requirements included within the Authority's Charter and the Local Government Act. The Authority's Charter includes the following sections regarding the budget;

Section 4: the Authority is required to adopt the annual budget after 31 May and provide a copy to the CEO of Constituent Councils within 5 days after adoption.

- Section 4.2.1 The Board will determine annually and will include within the budget submitted to the Constituent Councils for approval the funds required to enable the Authority to operate and to fulfil its objects and purposes.
- Section 5.2.2 the Authority is to consult with Constituent Councils to review its business plan annually.

Section 24 (5) (6) of the Local Government Act specifies that the Business Plan is to be developed following consultation with Constituent Councils and is to include;

- Performance targets
- Statement of financial and resources
- Performance measures

The Authority has undertaken a review of its Charter, which has been adopted by Constituent Councils and is in the process of being implemented. The revised Charter includes the following clauses in relation to the annual budget and business plan;

### **Section 4.2 Business Plan**

The Authority:

- 4.2.1 must in consultation with the Constituent Councils prepare and adopt an annual business plan linking the core business activities of the Authority to strategic, operational and organisational requirements with supporting financial projections setting out the estimates of revenue and expenditure as necessary for the period;

- 4.2.2 must before 31 March of each year submit a draft business plan and draft budget to the Constituent Councils for the ensuing financial year in accordance with the Act and obtain approval of the draft budget by an absolute majority of the Constituent Councils;
- 4.2.2.1 following approval of the draft business plan by the Constituent Councils, after 31 May and before 30 June each year, the Authority must adopt the draft business plan as the business plan for the ensuing financial year;
- 4.2.2.2 may, after consultation with the Constituent Councils, amend its business plan at any time; and
- 4.2.2.3 must ensure the contents of the business plan are in accordance with the Act.

## **Section 5.2 Annual Budget**

- 5.2.1 The Board will determine annually, and will include within the draft budget submitted to the Constituent Councils for approval, the funds required to enable the Authority to operate and to fulfil its purpose and undertake its functions.
- 5.2.2 The Authority must before 31 March of each year prepare and submit a draft budget (including proposed fees and financial contributions) to the Constituent Councils for the ensuing financial year in accordance with the Act and obtain approval of the draft budget by an absolute majority of the Constituent Councils.
- 5.2.3 Following approval of the draft budget by the Constituent Councils, after 31 May and before 30 June each year, the Authority must adopt the draft budget as the budget for the ensuing financial year in accordance with the Act.
- 5.2.4 The Authority may in a financial year, after consultation with the Constituent Councils, incur spending before adoption of its budget for the year, but the spending must be provided for in the appropriate budget for the year.
- 5.2.5 The Authority must each financial year provide a copy of its budget to the Constituent Councils within five (5) business days after adoption by the Authority.
- 5.2.6 Reports summarising the financial position and performance of the Authority against the budget shall be prepared and presented to the Board at each ordinary meeting of the Board and copies provided to the Constituent Councils.
- 5.2.7 The Authority must reconsider its budget in accordance with the Act in a manner consistent with the Act and may with the approval of the Constituent Councils amend its budget for a financial year at any time before the financial year ends.

## **Section 5.3 Financial Contributions**

- 5.3.1 The Authority may include in the budget submitted to the Constituent Councils for approval financial contributions to be paid by the Constituent Councils.

- 5.3.2 The Authority may during any financial year for purposes of genuine emergency, extraordinary circumstances or hardship determine that additional financial contributions are required by the Authority for the continuing functioning of the Authority and request these funds from the Constituent Councils.
- 5.3.3 Any additional financial contributions to be paid by the Constituent Councils will be submitted to the Constituent Councils for approval.

It is likely that the revised Charter will come into effect late 2021/22 and therefore the 22/23 budget and business planning process and approvals aim to meet the requirements set out in both Charters.

## Budget Assumptions

The Authority aims to achieve economies of scale and provide cost effective waste and resource recovery services for Constituent Councils. Fees for landfilling services for 2022/23 are proposed to increase by CPI of 3.3%, as per Government of South Australia – Department of Treasury and Finance December 2021 quarter.

In addition to this increase the Authority's budget also includes the recovery of the Solid Waste Disposal Levy on behalf of State Government, which is paid on every tonne of waste disposed to landfill. At the time of preparing the budget we have predicted a levy increase of 3.3%. This levy will be subject to change in accordance with State Budget announcements.

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*The principles of the waste hierarchy and circular economy are key drivers for the Authority. We will embrace these principles within our operations wherever we can.*

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# Our Vision, Mission and Objectives

## THE VISION

*“Sustainable Waste Management through Shared Services for the communities of Adelaide Hills, Alexandrina, Mt Barker and Murray Bridge”*

## THE MISSION

- To meet the Zero Waste SA Resource Recovery Targets across the region where economically and environmentally justified.
- To continue to develop and manage The Authority’s landfill as an EPA compliant model regional landfill that provides the most cost-effective disposal option for Constituent Councils and commercial customers.
- To educate the regional community on responsible waste choices that enhance and maintain their environment.

## THE OBJECTIVES

**The Authority’s vision and mission will be achieved through five key objectives:**

1. To take a leadership role in resource recovery and community education.
2. Responsibly develop and manage the Authority’s landfill to be a model regional landfill meeting all legislative requirements and operating benchmarks.
3. Financial sustainability in waste services for Constituent Councils by pursuing a shared services model.
4. Advocate, research and promote best practice waste management and actively represent Constituent Councils in all forums.
5. A fully compliant regional subsidiary that meets the highest standards in governance, financial and human resource management.







# Governance

The Authority and our Constituent Councils have finalised a significant review of our Charter which will see a change in the composition of the Authority's Board. The Authority's current Board consists of eight (8) Constituent Council representatives, including one Elected Member and one Council staff member from each Constituent Council. The Chair appointed by the board must be a Board Member and an Elected Member. The Authority also has an Audit Committee, consisting of an Independent Chair and two Board Members.

With the introduction of the revised Charter the Authority's Board will be comprised of five (5) members appointed as follows:

- One (1) person (who may be an Elected Member, an employee or an Independent Member) appointed by each Constituent Council with skills and/or knowledge in any of the following:
  - a. financial management
  - b. legal / corporate governance
  - c. marketing and promotion
  - d. waste management
  - e. business management
- One (1) person appointed jointly by absolute majority of the Constituent Councils, with relevant professional expertise, who is not a member or officer of a Constituent Council to be the chairperson of the Board.

The Authority will continue to maintain an Audit Committee in accordance with Schedule 2 of the Local Government Act.

At the time of preparing the Draft Annual Business Plan and Budget the Board and Independent Chair recruitment process is underway. It is anticipated that the new Board will be implemented prior to the commencement of the 22/23 financial year.

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*The 2022/23 financial year will see the new Charter and Board structure implemented.*

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# Performance Targets & Objectives

## *In 2022/23 the Authority will:*

1. Embrace the waste hierarchy and circular economy principles. The Authority will aim to assist and positively influence the recycling markets as much as possible via its operations and services.
2. Represent Constituent Councils in the Waste and Resource Recovery sector.
3. Induct the newly appointed Board and independent Chair
4. Finalise the 10-year Strategic Plan.
5. Consider landfill gas management at the Brinkley Landfill site.
6. Implement staged capping and closure of Brinkley Landfill cells in accordance with capping and closure plan.
7. Continue to manage the Brinkley Landfill site and cell construction to maintain adequate airspace for waste disposal needs.
8. Manage the Brinkley Landfill as a compliant facility.
9. Establish the landfill to be a model and leading-edge regional facility. Utilise the landfill and Resource Recovery Centres as educational tools where possible.
10. Continue to establish itself as an expert in the field of waste and resource management and act as an information source for Constituent Councils and their communities.
11. Continue to implement media and advertising programs aiming to increase education across the region.
12. Continue to explore options to coordinate Constituent Council waste services where cost savings can be identified and progressively implement approved shared services across Constituent Councils.
13. Hold quarterly meetings with key senior staff from each of the Constituent Councils to consider Council priorities.
14. Continue to operate the Resource Recovery Centres efficiently, with a focus on resource recovery, waste hierarchy and cost effectiveness.
15. Continue to review and update WHS policies and systems.
16. Work with the LGA Mutual Liability Scheme to ensure the Authority is meeting requirements.
17. Implement the Waste and Resources Management Plan and action the initiatives identified within this plan.
18. Create a Waste and Resources Recovery Officer Position within the Authority – providing Strategic Support for Constituent Councils.

## Key Financial Indicators

Key financial indicators enable an assessment of the Authority's long-term financial performance and position and will place the Authority on a path to deliver long term sustainability of operations.

The key financial indicators support a positive forward outlook and adherence over the longer term to the Authority's financial sustainability. The Authority has set targets for its key financial indicators to guide revenue and expenditure decisions, overall budget strategies and future decision making.

Where changes result in a variance from these targets they will be considered and reported to the Board.

Indicator	Short Term Target	Long Term Target (Average over 10 year LTFP)
Operating Surplus Ratio Indicator	>0%	2%
Net Financial Liabilities Ratio	70%	55%
Interest Cover Ratio	1.5%	1%
Asset Renewal Funding Ratio	100%	100%

### **Indicator: Operating Surplus Ratio Indicator**

A positive ratio indicates the percentage of total revenue available (from commercial customers and Constituent Councils) to help fund proposed capital expenditure. If the relevant amount is not required for this purpose in a particular year, it can be held for future capital expenditure needs by either increasing financial assets or preferably, where possible, reducing debt in the meantime.

A negative ratio indicates the percentage increase in total revenue (or additional financial input from Constituent Councils) would be required to achieve a break-even operating result.

If the Authority consistently achieves operating surpluses and estimates that it can do so in future, having regard to asset management and Constituent Council service level needs, then it is financially sustainable. Favourable trend results measured against the other financial indicators described below will assist, but not in themselves ensure, that the Authority operates sustainably.

***The Authority's operating surplus ratio for the 2022/23 budget is 1% and the operating surplus ratio averages 5% over the 10-year financial plan period.***

## **Indicator 2: Net Financial Liabilities Ratio**

This ratio indicates the extent to which net financial liabilities of the Authority can be met by its operating revenue.

Where the ratio is falling over time it indicates that the Authority's capacity to meet its financial obligations from operating revenue is strengthening.

An increase in the net financial liabilities ratio will sometimes mean that the Authority is incurring higher net operating costs (e.g. as a result of additional maintenance and depreciation costs associated with acquiring new assets). This will detract from the Authority's overall operating result.

Nevertheless, if the Authority has a healthy operating surplus it could quite appropriately decide to allow its net financial liabilities ratio to increase in order to provide additional services to its community and Constituent Councils through acquisition of additional assets without detracting from its financial sustainability.

***The Authority's net financial liabilities ratio for the 2022/23 budget is 29% and averages 7% over the 10-year financial plan period. This ratio falls over time which indicates the Authority is meeting financial obligation from operating revenue.***

## **Indicator 3: Interest Cover Ratio**

This ratio indicates the extent to which the Authority's operating revenues are committed to interest expenses.

***The Authority's interest cover ratio for 2022/23 is 0.2% and remains steady until loans are paid out. Targets have been set at 1.5% in the short term and 1% longer term.***

## **Indicator 4: Asset Renewal Funding Ratio**

This ratio indicates whether the Authority is renewing or replacing existing non-financial assets at the same rate that its overall stock of assets is wearing out.

The ratio is calculated by measuring capital expenditure on renewal or replacement of assets relative to the expenditure estimates as set out in the Asset Management Plan.

***The Authority asset renewal funding ratio for 2022/23 is 45% and averages a ratio of 110% over the long term. The short term target of 100% is not met for 2022/23 as an asset is not being replaced due to the asset no longer being used.***

## Actions Summary Table – Targets and Measures

<b>Action</b>	<b>Rationale</b>	<b>Target Date</b>	<b>Responsibility</b>	<b>Measurable outcomes</b>
1. Embrace the waste hierarchy and circular economy principles - the Authority will aim to assist and positively influence the recycling markets as much as possible via its operations and services.	The Waste Hierarchy and Circular Economy principles focus on reducing consumption, increasing recycling and reducing waste to landfill, which directly aligns with The Authority and its Constituent Councils objectives. The Authority has some ability to influence markets and will ensure these principles are considered within our operations and services.	Ongoing	EO, Ops Manager, W&RRO	Authority activities, operations and projects align with waste hierarchy and circular economy.
2. Represent Constituent Councils in the waste and resource recovery sector.	The Authority is to establish itself as a credible Regional Waste Authority reflecting the views of its Constituent Councils in all forums.	Ongoing	EO W&RRO	Provide responses on behalf of Constituent Councils to State, Federal and other communications regarding legislation/policy changes etc. Attend WMRR meetings and actively participate in State and Federal waste/resource recovery LGA/State/Federal/industry groups.

## Actions Summary Table – Targets and Measures

<b>Action</b>	<b>Rationale</b>	<b>Target Date</b>	<b>Responsibility</b>	<b>Measurable outcomes</b>
3. Induct the newly appointed Board and independent Chair.	The newly appointed Board and Independent Chair will be inducted.	July 2022	EO	New Board inducted
4. Finalise the 10-year Strategic Plan.	The Authority's 10 Year Strategic Plan will be finalised with the newly established Board.	September 2022	EO & Board	Final plan adopted and implemented
5. Consider landfill gas management at the Brinkley Landfill site.	The Authority will finalise a LFG feasibility study and consider landfill gas requirements for the site.	September 2022	Ops Manager/EO	Final Draft 10 year Strategic Plan presented to Constituent Councils for approval.
6. Implement staged capping and closure of Brinkley landfill cells in accordance with capping and closure plan.	Completing this action ensures a compliant and best practice landfill.	Ongoing	Ops Manager/EO	Capping completed in accordance with plan.
7. Continue to manage the Brinkley Landfill site and cell construction to maintain adequate airspace for waste disposal needs.	The Authority will continue to consider construction stages to ensure the landfill is developed in a financially responsible manner.	Ongoing	EO / Ops Manager	Ongoing review and assessment completed.
8. Manage the Brinkley Landfill as a compliant facility.	The Brinkley Landfill meets EPA compliance requirements.	Ongoing	EO / Ops Manager	All EPA compliance requirements are met.

## Actions Summary Table – Targets and Measures

<b>Action</b>	<b>Rationale</b>	<b>Target Date</b>	<b>Responsibility</b>	<b>Measurable outcomes</b>
9. Establish the landfill to be a model and leading-edge regional facility. Utilise the landfill and transfer stations as educational tools where possible.	The Authority aims to take a leadership role in resource recovery and community education and will utilise its sites for educational purposes where possible.	Ongoing	EO, W&RRO	Site used for educational purposes (tours/presentations/photos and articles)
10. Continue to establish itself as an expert in the field of waste and resource management and act as an information source for Constituent Councils and their communities.	The Authority will ensure it is well informed and monitor trends & policies in Local Government waste management. The Authority will provide advice on waste matters to its Constituent Councils and establish itself as an information source for Constituent Council communities.	Ongoing	EO, W&RRO	Information provided to Constituent Councils and communities on an ongoing basis.
11. Continue to implement media and advertising programs aiming to increase education across the region.	The Authority will continue to establish itself as a leader in the waste and resource recovery industry and will increase its presence within the sector and community.	Ongoing	EO, W&RRO	Manage an updated website and increase social media presence.
12. Continue to explore options to coordinate Constituent Council waste services where cost savings can be identified and progressively implement approved shared services across Constituent Councils.	The Authority will continue to assess opportunities for collaboration across the Constituent Councils and will address this within its Waste and Resource Management Plan and 10 Year Strategic Plan.	Ongoing	EO, W&RRO, Ops Manager Constituent Council senior staff	W&RRO in established. Shared services implemented, where there is benefit to Constituent Councils.



## Actions Summary Table – Targets and Measures

<b>Action</b>	<b>Rationale</b>	<b>Target Date</b>	<b>Responsibility</b>	<b>Measurable outcomes</b>
13. Hold quarterly meetings with key senior staff from each of the Constituent Councils to consider Council priorities.	The W&RRO & EO will hold quarterly meetings with key senior staff from Constituent Councils to ensure adequate communication and consider Councils priorities.	Ongoing	EO, W&RRO, Ops Manager	A minimum of four meetings held
14. Continue to operate the Resource Recovery Centres efficiently, with a focus on resource recovery, waste hierarchy and cost effectiveness.	The Authority operates the Brinkley and Heathfield Resource Recovery Centres and will continue to manage these facilities and in economic and environmentally sustainable manner.	Ongoing	EO, Ops Manager, W&RRO	Continue to divert waste from landfill where possible. Maintain the net result where possible and work towards a break-even position.
15. Continue to review and update WHS policies and systems.	The Authority aims to be a compliant Regional Subsidiary that meets the highest standards in governance, financial and human resource management. Reviewing WHS, policies and systems will ensure The Authority meets this aim.	Ongoing	EO, WHS Officer	WHS and policies reviewed.
16. Work with the LGA Mutual Liability Scheme to ensure the Authority is meeting requirements.	The Authority is insured via the LGA Mutual Liability Scheme. The Authority will work with the scheme to ensure we are meeting scheme requirements and undertaking assessments etc. that are encouraged via the scheme.	Ongoing	EO, WHS Officer, Ops Manager	Meeting held with scheme reps and programs implemented where required.

## Actions Summary Table – Targets and Measures

<b>Action</b>	<b>Rationale</b>	<b>Target Date</b>	<b>Responsibility</b>	<b>Measurable outcomes</b>
17. Implement the Waste and Resources Management Plan and action the initiatives identified within this plan.	The Authority drafted a Waste and Resource Recovery Plan in 21/22 and will address the actions within this plan.	June 2023	EO/ Ops Manager W&RRO	Waste and Resource Recovery Plan implemented.
18. Create a Waste and Resources Officer Position within the Authority – providing Strategic Support for Constituent Councils.	In 2022/23 the shared position of SRRC was discontinued. In accordance with an initiative identified within the Waste and Resource Recovery Plan we propose to implement a position of Waste and Resources Officer working within the Authority.	July 2022	EO/ Finance & Business Manager	Waste and Resource Recovery Officer Position implemented.

# 2022/2023 Budget and LTFP

## Key Budgetary Assumptions

1. Indexation estimated at 3.3 % for 2022/23 as per Government of South Australia – Department of Treasury and Finance December 2021 QTR.
2. Gate rate (landfill fee) increased by 3.3%.
3. Interest rate on short term borrowings estimated at 2.3% for 2022/23.
4. Employee costs increase in line with current EB's and increase as per SA wage price index thereafter.
5. Superannuation increase annually as per current legislation.
6. An estimate of 3.3% has been used for the increase in the solid waste disposal levy. This is an estimate only and will be adjusted in line with State Government budget announcements.
7. The position of Strategic Resource Recovery Coordinator (SRRC) across Adelaide Hills, Mount Barker and Murray Bridge Councils has been discontinued, at Council direction.
8. A Waste and Resources Recovery Officer is proposed to be employed by the Authority. One day is proposed to be charged to RCMB for management of enquiries that RCMB do not have resourcing to undertake.
9. An Admin Support Officer is proposed for 3 days per week (18 hours a week).
10. A shared \$30,000 education budget, 100% directly charged to Councils (if and when it is used).
11. Resource Recovery Centre Operations (RRC) for AHC and RCMB – 100% directly charged to those Councils – cost neutral to the Authority.

### 2022/2023 Capital

Vehicles change over	\$50,000
IT renewal	\$7,500
General Plant renewal (generator, air compressor, trailer with fuel tank)	\$19,626
Hooktruck bins – replenishment and replacement (2 bins)	\$47,186
Skidsteer renewal	\$45,000
Cell expansion	\$700,000
Site office/building expansion	\$250,000
<b>Total Capital:</b>	<b>\$1,119,312</b>

The 2022/23 Budget is based on the following fees from Constituent Councils for services provisions.

	Constituent Council Waste Disposal	Solid Waste Disposal Levy (collected on behalf of State Government)**	Resource Recovery Centre operation	Regional Education Budget	Waste Management Support	Strategic Management Contribution
RCMB	\$237,979*	\$440,934	\$34,000	\$10,000	\$15,000	\$22,000
AHC	\$376,538	\$1,136,317**	\$50,000	\$10,000	X	\$46,750
MBDC	\$413,278	\$765,731	N/A	\$10,000	X	\$44,625
Alexandrina	\$98,143	\$181,842	N/A	N/A	X	\$ 11,625
<b>Total</b>	<b>\$1,125,938</b>	<b>\$2,524,825</b>		<b>\$30,000</b>	<b>\$15,000</b>	<b>\$125,000</b>

*\* Includes RRC waste disposal fees, which the Councils do not pay directly. The AHRWMA pays for RRC waste disposal expenses and recovers costs from RRC user fees and the RRC Council contribution.*

*\*\*The Adelaide Hills Council includes the non-metro and metro waste disposal levy and therefore their levy contribution is higher than the other non-metro Constituent Councils.*

Constituent Councils also have access to the following services on an at cost basis;

- Concrete crushing service
- Hooklift truck transport services
- Green organics services (Eg. Free greens at the Adelaide Hills Council). Specific pricing for Constituent Councils is available on a job by job basis.

## Adelaide Hills Region Waste Management Authority

FY2023 Draft Budget & LTFP

### UNIFORM PRESENTATION OF FINANCES

	Note	Forecast										
		EOY	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>OPERATING ACTIVITIES</b>												
Operating Revenues		7,710	8,206	8,612	9,028	9,521	10,061	10,633	11,232	11,866	12,530	13,227
less Operating Expenses		(7,605)	(8,094)	(8,478)	(8,835)	(9,242)	(9,638)	(10,064)	(10,510)	(10,952)	(11,346)	(11,858)
<b>Operating Surplus/ (Deficit)</b>		<b>105</b>	<b>112</b>	<b>134</b>	<b>193</b>	<b>279</b>	<b>423</b>	<b>569</b>	<b>722</b>	<b>914</b>	<b>1,184</b>	<b>1,369</b>
<b>CAPITAL ACTIVITIES</b>												
<b>Net Outlays on Existing Assets</b>												
Capital Expense on renewal and replacement of Existing Assets		(1,464)	(169)	(928)	(704)	(1,297)	(427)	(947)	(195)	(1,430)	(845)	(372)
less Depreciation, Amortisation and Impairment		669	708	799	828	867	883	909	934	933	860	849
less Proceeds from Sale of Replaced Assets		528	20	302	237	121	160	282	62	534	153	-
<b>Net Outlays on Existing Assets</b>		<b>(267)</b>	<b>559</b>	<b>173</b>	<b>361</b>	<b>(309)</b>	<b>616</b>	<b>244</b>	<b>801</b>	<b>37</b>	<b>168</b>	<b>477</b>
<b>Net Outlay on New and Upgraded Assets</b>												
Capital Expenditure on New and Upgraded Assets		-	(950)	-	-	-	-	(600)	(600)	(600)	-	-
less Amounts received specifically for New and Upgraded Assets		-	-	-	-	-	-	-	-	-	-	-
less Proceeds from Sale of Surplus Assets		-	-	-	-	-	-	-	-	-	-	-
<b>Net Outlays on New and Upgraded Assets</b>		<b>-</b>	<b>(950)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(600)</b>	<b>(600)</b>	<b>(600)</b>	<b>-</b>	<b>-</b>
<b>Net Lending/ (Borrowing) for Financial Year</b>		<b>372</b>	<b>503</b>	<b>(39)</b>	<b>(168)</b>	<b>588</b>	<b>(193)</b>	<b>925</b>	<b>521</b>	<b>1,477</b>	<b>1,016</b>	<b>892</b>
Financing transactions associated with the above net overall deficit, or applying the overall net funding surplus are as follows:												
New Borrowings		-	-	-	-	-	-	-	-	-	-	-
Repayment of Principal		(400)	-	(300)	(352)	-	-	-	-	-	-	-
(Increase)/Decrease in Cash and Investments		246	(13)	(47)	(117)	74	(995)	(167)	(875)	(51)	(1,302)	(1,795)
Net Balance Sheet funding (debtors & creditors etc)		(218)	(490)	386	637	(662)	1,188	(758)	354	(1,426)	286	903
<b>Financing Transactions</b>		<b>(372)</b>	<b>(503)</b>	<b>39</b>	<b>168</b>	<b>(588)</b>	<b>193</b>	<b>(925)</b>	<b>(521)</b>	<b>(1,477)</b>	<b>(1,016)</b>	<b>(892)</b>

## Adelaide Hills Region Waste Management Authority

FY2023 Draft Budget & LTFF

### STATEMENT OF COMPREHENSIVE INCOME

	Forecast EOY	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>INCOME</b>											
User Charges	5,326	5,641	5,964	6,295	6,699	7,149	7,626	8,128	8,660	9,221	9,807
Grants, subsidies and contributions	-	15	16	16	17	17	18	18	19	19	20
Other Income	2,384	2,550	2,632	2,717	2,805	2,895	2,989	3,086	3,187	3,290	3,400
Net gain - joint ventures & associates											
<b>TOTAL INCOME</b>	<b>7,710</b>	<b>8,206</b>	<b>8,612</b>	<b>9,028</b>	<b>9,521</b>	<b>10,061</b>	<b>10,633</b>	<b>11,232</b>	<b>11,866</b>	<b>12,530</b>	<b>13,227</b>
<b>EXPENSES</b>											
Employee Costs	1,793	1,993	2,036	2,080	2,127	2,168	2,212	2,259	2,309	2,362	2,452
Materials, contracts & other expenses	5,130	5,378	5,628	5,927	6,248	6,587	6,943	7,317	7,710	8,124	8,557
Depreciation, amortisation & impairments	669	708	799	828	867	883	909	934	933	860	849
Finance Costs	13	15	15	-	-	-	-	-	-	-	-
<b>TOTAL EXPENSES</b>	<b>7,605</b>	<b>8,094</b>	<b>8,478</b>	<b>8,835</b>	<b>9,242</b>	<b>9,638</b>	<b>10,064</b>	<b>10,510</b>	<b>10,952</b>	<b>11,346</b>	<b>11,858</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>105</b>	<b>112</b>	<b>134</b>	<b>193</b>	<b>279</b>	<b>423</b>	<b>569</b>	<b>722</b>	<b>914</b>	<b>1,184</b>	<b>1,369</b>
Amounts specifically for new or upgraded assets	-	-	-	-	-	-	-	-	-	-	-
Asset disposal & fair value adjustments	(53)	-	-	(2)	1	-	-	-	-	-	-
Physical resources received free of charge	-	-	-	-	-	-	-	-	-	-	-
<b>NET SURPLUS/(DEFICIT)</b>	<b>52</b>	<b>112</b>	<b>134</b>	<b>191</b>	<b>280</b>	<b>423</b>	<b>569</b>	<b>722</b>	<b>914</b>	<b>1,184</b>	<b>1,369</b>

## Adelaide Hills Region Waste Management Authority

FY2023 Draft Budget & LTFP

### STATEMENT OF FINANCIAL POSITION

	Forecast										
	EOY	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>ASSETS</b>	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Current Assets</b>											
Cash & Cash Equivalents	19	32	80	197	123	1,118	1,285	2,159	2,210	3,512	5,307
Trade & Other Receivables	1,288	831	733	757	782	808	835	862	891	920	920
Inventories	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL CURRENT ASSETS</b>	<b>1,307</b>	<b>863</b>	<b>813</b>	<b>954</b>	<b>905</b>	<b>1,926</b>	<b>2,120</b>	<b>3,021</b>	<b>3,101</b>	<b>4,432</b>	<b>6,227</b>
<b>Non-current Assets</b>											
Infrastructure, Property, Plant & Equipment	5,230	5,540	5,445	5,161	5,553	5,022	5,466	5,355	6,011	5,937	6,256
<b>TOTAL NON-CURRENT ASSETS</b>	<b>5,230</b>	<b>5,540</b>	<b>5,445</b>	<b>5,161</b>	<b>5,553</b>	<b>5,022</b>	<b>5,466</b>	<b>5,355</b>	<b>6,011</b>	<b>5,937</b>	<b>6,256</b>
<b>Total Assets</b>	<b>6,537</b>	<b>6,403</b>	<b>6,258</b>	<b>6,115</b>	<b>6,458</b>	<b>6,948</b>	<b>7,586</b>	<b>8,376</b>	<b>9,112</b>	<b>10,369</b>	<b>12,483</b>
<b>LIABILITIES</b>											
<b>Current Liabilities</b>											
Trade and Other Payables	663	687	709	731	754	780	806	831	858	886	886
Short Term Borrowings	652	652	352	-	-	-	-	-	-	-	-
Short Term Provisions	308	194	201	208	214	221	229	236	244	252	260
<b>TOTAL CURRENT LIABILITIES</b>	<b>1,623</b>	<b>1,533</b>	<b>1,262</b>	<b>939</b>	<b>968</b>	<b>1,001</b>	<b>1,035</b>	<b>1,067</b>	<b>1,102</b>	<b>1,138</b>	<b>1,146</b>
<b>Non-Current Liabilities</b>											
Long Term Provisions	1,901	1,745	1,737	1,726	1,760	1,794	1,829	1,865	1,652	1,689	2,426
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>1,901</b>	<b>1,745</b>	<b>1,737</b>	<b>1,726</b>	<b>1,760</b>	<b>1,794</b>	<b>1,829</b>	<b>1,865</b>	<b>1,652</b>	<b>1,689</b>	<b>2,426</b>
<b>Total Liabilities</b>	<b>3,524</b>	<b>3,278</b>	<b>2,999</b>	<b>2,665</b>	<b>2,728</b>	<b>2,795</b>	<b>2,864</b>	<b>2,932</b>	<b>2,754</b>	<b>2,827</b>	<b>3,572</b>
<b>NET ASSETS</b>	<b>3,013</b>	<b>3,125</b>	<b>3,259</b>	<b>3,450</b>	<b>3,730</b>	<b>4,153</b>	<b>4,722</b>	<b>5,444</b>	<b>6,358</b>	<b>7,542</b>	<b>8,911</b>
<b>EQUITY</b>											
Accumulated Surplus	3,013	3,125	3,259	3,450	3,730	4,153	4,722	5,444	6,358	7,542	8,911
<b>TOTAL EQUITY</b>	<b>3,013</b>	<b>3,125</b>	<b>3,259</b>	<b>3,450</b>	<b>3,730</b>	<b>4,153</b>	<b>4,722</b>	<b>5,444</b>	<b>6,358</b>	<b>7,542</b>	<b>8,911</b>

## Adelaide Hills Region Waste Management Authority

FY2023 Draft Budget & LTFP

### STATEMENT OF CHANGES IN EQUITY

	Forecast										
	EOY	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Accumulated Surplus</b>											
Balance at Beginning of Period	2,961	3,013	3,125	3,259	3,450	3,730	4,153	4,722	5,444	6,358	7,542
Change in financial position resulting from operations	52	112	134	191	280	423	569	722	914	1,184	1,369
<b>Balance at End of Period</b>	<b>3,013</b>	<b>3,125</b>	<b>3,259</b>	<b>3,450</b>	<b>3,730</b>	<b>4,153</b>	<b>4,722</b>	<b>5,444</b>	<b>6,358</b>	<b>7,542</b>	<b>8,911</b>
<b>TOTAL EQUITY AT END OF REPORTING PERIOD</b>	<b>3,013</b>	<b>3,125</b>	<b>3,259</b>	<b>3,450</b>	<b>3,730</b>	<b>4,153</b>	<b>4,722</b>	<b>5,444</b>	<b>6,358</b>	<b>7,542</b>	<b>8,911</b>



## Adelaide Hills Region Waste Management Authority

FY2023 Draft Budget & LTFP

### STATEMENT OF CASH FLOWS

	Forecast										
	EOY	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>											
Receipts	8,203	8,663	8,709	9,004	9,496	10,036	10,606	11,203	11,836	12,501	13,227
Payments	( 6,963)	( 7,401)	( 7,696)	( 8,025)	( 8,393)	( 8,773)	( 9,174)	( 9,596)	( 10,040)	( 10,507)	( 11,060)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>1,240</b>	<b>1,262</b>	<b>1,013</b>	<b>979</b>	<b>1,102</b>	<b>1,262</b>	<b>1,432</b>	<b>1,608</b>	<b>1,797</b>	<b>1,994</b>	<b>2,167</b>
<b>CASH FLOWS FROM INVESTMENT ACTIVITIES</b>											
<b>Receipts</b>											
Sale of replaced assets	528	20	302	237	121	160	282	62	534	153	-
<b>Payments</b>											
Purchase of Renewal/Replacement Assets	( 1,464)	( 169)	( 928)	( 704)	( 1,297)	( 427)	( 947)	( 195)	( 1,430)	( 845)	( 372)
Purchase of New/Expansion Assets	-	( 950)	-	-	-	-	( 600)	( 600)	( 600)	-	-
Capping payments	( 150)	( 150)	( 40)	( 43)	-	-	-	-	( 250)	-	-
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>( 1,086)</b>	<b>( 1,249)</b>	<b>( 666)</b>	<b>( 510)</b>	<b>( 1,176)</b>	<b>( 267)</b>	<b>( 1,265)</b>	<b>( 733)</b>	<b>( 1,746)</b>	<b>( 692)</b>	<b>( 372)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>											
<b>Receipts</b>											
Proceeds from Borrowings	-	-	-	-	-	-	-	-	-	-	-
<b>Payments</b>											
Repayment of Borrowings	( 400)	-	( 300)	( 352)	-	-	-	-	-	-	-
<b>Net Cash provided by (or used in) Financing Activities</b>	<b>( 400)</b>	<b>-</b>	<b>( 300)</b>	<b>( 352)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Increase (Decrease) in Cash Held</b>	<b>( 246)</b>	<b>13</b>	<b>47</b>	<b>117</b>	<b>( 74)</b>	<b>995</b>	<b>167</b>	<b>875</b>	<b>51</b>	<b>1,302</b>	<b>1,795</b>
Cash & cash equivalents at beginning of period	265	19	32	80	197	123	1,118	1,285	2,159	2,210	3,512
<b>Cash &amp; cash equivalents at end of period</b>	<b>19</b>	<b>32</b>	<b>80</b>	<b>197</b>	<b>123</b>	<b>1,118</b>	<b>1,285</b>	<b>2,159</b>	<b>2,210</b>	<b>3,512</b>	<b>5,307</b>

**ADELAIDE HILLS COUNCIL  
SPECIAL COUNCIL MEETING  
Tuesday 17 May 2022  
AGENDA BUSINESS ITEM**

<b>Item:</b>	<b>7.3</b>
<b>Responsible Officer:</b>	<b>John McArthur Manager Sustainability, Waste and Emergency Management Infrastructure and Operations</b>
<b>Subject:</b>	<b>Eastern Waste Management Authority - Draft 2022/23 Annual Plan</b>
<b>For:</b>	<b>Decision</b>

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**SUMMARY**

Council has received correspondence from the Eastern Waste Management Authority (“East Waste”) seeking consent of the draft *East Waste 2022/23 Annual Plan* (refer **Appendix 1**) pursuant with requirements of the *East Waste Charter* (the “Charter”). The Charter requires consent of the Annual Plan from Constituent Councils prior to 31 May 2022. The draft *East Waste Budget* is inclusive of the *East Waste 2022/23 Annual Plan* (the “Annual Plan”) which does not require Member Council approval. The purpose of this report is to seek Council’s consent of the Annual Plan.

**RECOMMENDATION**

**Council resolves:**

- 1. That the report be received and noted**
  - 2. To provide consent to the Eastern Waste Management Authority *Draft Annual Plan 2022-23***
- 

**1. BACKGROUND**

East Waste is a regional subsidiary established pursuant to Section 43 of the *Local Government Act 1999* to undertake the collection and disposal of waste and recycling in an environmentally responsible, effective, efficient, economic and competitive manner.

The Constituent Councils which comprise East Waste are Adelaide Hills Council, City of Burnside, City of Campbelltown, City of Norwood Payneham and St Peters, City of Mitcham, Corporation of the Town of Walkerville and the City of Prospect.

Under its Charter, East Waste is required to develop an Annual Plan which supports and informs its budget. East Waste must prepare its draft Annual Plan and consult with its Constituent Councils to obtain consent on or before 31 May of each year. Upon obtaining consent East Waste is able to adopt its Annual Plan.

**2. ANALYSIS**

➤ **Strategic Management Plan/Functional Strategy/Council Policy Alignment**

*Strategic Plan 2020-24 – A brighter future*

Goal 4	A valued Natural Environment
Objective N4	Reduce the impact of waste to landfill by maintaining a robust waste and resource management framework
Priority N4.4	Implement new or improved waste service opportunities whilst continuing to provide ongoing resource recovery and waste service to our community

Having a well-functioning and governed waste and recycling regional subsidiary guided by an annual plan and appropriately resourced through an adopted budget assists Council to implement new or improved waste service opportunities and to provide ongoing resource recovery and waste services to the community.

Delivery of waste and recycling strategic outcomes, actions within the *Resource Recovery and Recycling Strategy* and implementation of the *Waste & Resource Recovery Service Policy* align with activities within the East Waste Annual Plan.

➤ **Legal Implications**

East Waste is a Regional Subsidiary established under Section 43 (Ability of councils to establish a regional subsidiary) and Schedule 2 (Provisions applicable to subsidiaries) of the *Local Government Act 1999*.

Schedule 2 requires that a regional subsidiary must prepare and adopt a business plan. The plan must set out the performance targets, a statement of the financial and other resources, and the performance measures to be used to monitor and assess performance against the performance targets. The plan can be a multi-year plan but the regional subsidiary must review its business plan on an annual basis in consultation with its Constituent Councils. In accordance with Part 52 of the Charter the Business Plan must be consented to by absolute majority of the Constituent Councils.

The Authority's Charter states that the Authority shall prepare a budget consistent with the Annual Plan. Before 30 June of each year and after the adoption of the Annual Plan, East Waste must adopt an annual budget for the ensuing financial year in accordance with the *Local Government Act 1999*.

➤ **Risk Management Implications**

Review and consent of the East Waste Annual Plan will assist in mitigating the risk of:

*Failure to approve the East Waste Annual Plan leading to the reduced ability of the Authority to discharge its role as set out in its Charter.*

Inherent Risk	Residual Risk	Target Risk
High (3B)	Low (2D)	Low (2D)

The report recommendation does not result in a new mitigating action. The CEO will however need to formally advise the East Waste General Manager of the outcome of Council's consideration of this matter.

➤ **Financial and Resource Implications**

Fees charged by East Waste to Constituent Councils for services provided are categorised into collection fees and processing costs, both of which are discussed in detail below.

In summary, the East Waste Board have endorsed a draft budget for 2022/23 with waste collection costs increasing by 6.3%. This increase is primarily due to several factors with the most prominent being diesel costs and costs for urea-based diesel exhaust fluid that acts as an anti-pollutant in modern diesel engines. To a lesser degree, wages and depreciation have also added pressure to collection costs. Favourably, there have been decreases in processing cost offsetting to some degree the large increase in collection costs. The net result for Adelaide Hills Councils results in an increase in the East Waste budget of 2.3%.

The amount budgeted by East Waste for Adelaide Hills Council has been included in the 2022-23 Draft Budget adopted by Council for consultation together with an allowance for increased costs given that the East Waste budget was prepared in March/April 2022 and therefore unlikely to have fully factored in all costs increases as reflected in the very high March CPI figures recently released at the end of April 2022.

Collection Fees

In regard to kerbside and street litter collection undertaken by East Waste, fees for Adelaide Hills Council have increased by \$157k from \$2.674m in 2021-22 to \$2.831m proposed for 2022-23. The proposed collection fee of \$2.831m for 2022-23 is for collection only and does not include landfill disposal or processing fees. Landfill disposal is contained within a separate budget line and is undertaken by the Adelaide Hills Region Waste Management Authority.

Processing Costs

In regard to indicative processing fees for green organics, hard waste and recycling there has been a decrease of \$81k from \$626k in 2021-22 to \$545k in 2022-23. These savings are a result of a reduction in the tonnes collected for disposal through the hard waste service since the introduction of the user contribution fee and improved commodity markets reducing recycling processing costs.

➤ **Customer Service and Community/Cultural Implications**

There are no direct customer service or community/cultural implications relating to this report. Indirectly, adoption of the report recommendation will ensure ongoing efficient and effective waste management services are maintained for the disposal of community residual waste.

➤ **Sustainability Implications**

The services provided by the East Waste align with Council's desired environmental outcomes. Accordingly, a sound and well considered annual business plan and sufficient financial resources to deliver intended outcomes is necessary to maximise environmental benefits through the services provided by the Authority.

➤ **Engagement/Consultation conducted in the development of the report**

Consultation on the development of this report was as follows:

*Council Committees:* Not Applicable

*Council Workshops:* A presentation to Council Members on the draft *Annual Plan* is to be provided by the General Manager of the Authority on 17 May 2022 prior to Council's consideration of this matter.

*Advisory Groups:* Not Applicable

*External Agencies:* East Waste

*Community:* Not Applicable

The Annual Plan focuses on achieving strategies and key performance indicators contained within the East Waste Strategic Plan. These are outlined in detail on page 3 of the East Waste Annual Plan (refer **Appendix 1**) categorised into the five objectives of:

- Deliver cost effective and efficient services and facilities
- Maximise source separation and recycling
- Provide leading and innovative behaviour change and education
- Help develop a local circular economy
- Provide leadership

In total there are 11 actions/projects contained within the draft Annual Plan for delivery in 2022/23 that work towards achieving the five objectives and the key performance indicators contained in the East Waste *Strategic Plan*. The 11 actions/projects are detailed in the draft Annual Plan (refer **Appendix 1**) commencing on page five.

The budget to deliver the Annual Plan is contained within the draft Annual Plan provided in **Appendix 1**. Note that while the Budget is provided for Council’s information the East Waste Charter does not require the Constituent Council’s approval for budget adoption.

Several of the actions within the draft Annual Plan align closely with Council’s proposed high level analysis of the benefits or otherwise of introducing a fee incentive to the kerbside bin service and exploring changing bin collection frequencies based on the City of Holdfast Bay trial. Accordingly, Council staff will liaise closely with East Waste to explore a collaborative approach where appropriate to add value to the work undertaken by Council and East Waste.

### 3. OPTIONS

Council has the following options:

- I. Consent to the draft Annual Plan for the 2022-23 financial year (recommended).

This option is recommended as it will allow East Waste to continue to provide efficient and cost effective waste collection services to the Constituent Councils.

- II. Not consent to the draft Annual Plan for the 2022-23 financial year.

This option is not recommended as it may lead to delays with East Waste adopting their budget and in turn potentially effecting service delivery either short or long term.

- III. Note the draft ABP&B for the 2022-23 with suggested amendments.

This option is not recommended as any suggested amendments to the Annual Plan will need the endorsement of the other Constituent Councils and the Board before they can be accepted. This outcome would delay the adoption of the Annual Plan by the Board and potentially may not result in any changes being agreed to by the other Constituent Councils or the Board. The Staff are therefore recommending that Council endorse Option 1 above in order for East Waste to continue to provide waste collection services for Constituent Councils.

### 4. APPENDIX

- (1) *Draft East Waste 2022-23 Annual Plan*

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# **Appendix 1**

*Draft East Waste 2022-23 Annual Plan*

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# EastWaste



## 2022/23 Annual Plan



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# 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.

# Introduction

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 and Town of Walkerville.

Through the servicing of kerbside waste, recycling and organics bins as well as street and reserve litter bins, East Waste undertakes approximately 9 million collections and 30,000 hard waste collections each year for the Member Councils. East Waste however is far more than a waste logistics Company and has been a driving force in the waste education space in recent years.

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 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

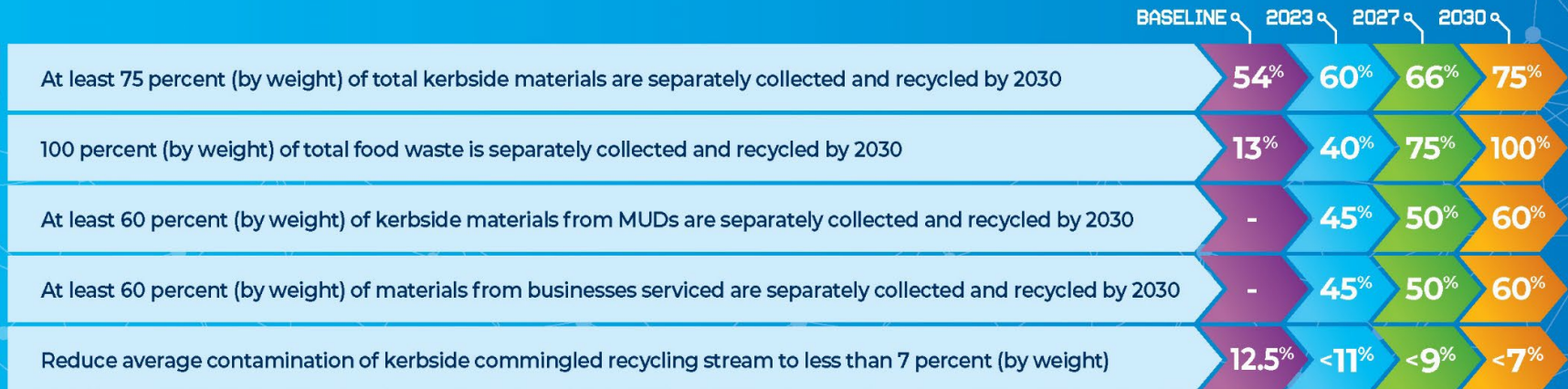
- |   |   |   |   |   |
|---|---|---|---|---|
|  |  |  |  |  |
| <p><b>1. Deliver cost-effective and efficient services facilities</b></p>         | <p><b>2. Maximise source separation and recycling</b></p>                         | <p><b>3. Provide leading and innovative behaviour change and education</b></p>      | <p><b>4. Help develop a local circular economy</b></p>                              | <p><b>5. Provide leadership</b></p>   |

## STRATEGIES

- |   |  |   |   |   |
|---|--|---|---|---|
| <p>1.1 Attract additional services and/or new councils where further economies of-scale can be achieved</p> <p>1.2 Offer a single contract for the management of the residual waste to all member councils</p> <p>1.3 Partner with other councils and organisations to achieve greater synergies and economies of scale in service delivery</p> <p>1.4 Investigate and implement collection technologies and innovation</p> <p>1.5 Provide a consistently high standard of Customer Service</p> | <p>2.1 Provide more service choice and flexibility to residents on kerbside services to support them to increase their recycling levels</p> <p>2.2 Provide a tailored 3-stream service to Multi-Unit Dwellings (MUDs) to support waste reduction and increased recycling</p> <p>2.3 Pilot a tailored service delivery model across a business precinct(s) to support waste reduction and increased recycling</p> | <p>3.1 Engage in research and projects delivering evidence-based data which increases behaviour change decision making</p> <p>3.2 Develop an integrated and tailored long-term community behaviour change and education program</p> <p>3.3 Identify and trial behaviour change programs aimed at reducing contamination</p> <p>3.4 Encourage and support councils to introduce an incentive(s) to households to reduce their landfill volumes</p> <p>3.5 Engage schools in behaviour change &amp; waste education</p> | <p>4.1 Support local reprocessing and procurement of recycled content products</p> <p>4.2 Encourage and support councils to procure and use recycled content products</p> <p>4.3 Support councils to implement sharing economy and reuse initiatives</p> <p>4.4 Investigate options to process and extract the highest value from collected resources</p> | <p>5.1 Implement best practice safety standards</p> <p>5.2 Advocate on behalf of our Member Councils</p> <p>5.3 Invest in our people</p> <p>5.4 Quality and transparent Corporate (Governance &amp; Financial) Activities</p> |
|---|--|---|---|---|

## KPIs

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



# 2022/23 Objectives & Activities

At a high level, progression towards the Vision and 2030 Key Performance Indicators (KPI's) will be the key Objective and sit behind all the activities that East Waste undertake.

The KPIs set in the Strategic Plan were deliberately designed to be stretch targets and with the current legislative impediments reaching these goals will be challenging. The programs listed below will drive towards achieving these, however are by no means a silver bullet to addressing the required community-wide behaviour change and perceptions that is required. Achieving these will require a long concerted effort. While challenging, from a waste industry perspective, no one is better placed than East Waste to partner with and drive these changes.

The following is not a prescriptive list, rather the key projects East Waste intends to undertake over the 2022/23 year and are detailed below. While these will be the key focus, East Waste will remain as a fluent and adaptable Organisation that is able to pivot and respond as required to maximise funding, partnerships, opportunities and projects that will fast-track the pursuit of our KPIs.

NO.	ACTIVITY/PROJECT	OVERVIEW	OBJECTIVE	STRATEGY	MAIN KPI TARGET
<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 work with the respective Councils in a bid to secure these services.	Deliver Cost Effective and efficient services and facilities	1.1	Vision Target
2.	Investigate opportunities outside of existing Member Councils.	East Waste will actively pursue service provision to non-member Councils where value to existing Members can be realised.	Deliver Cost Effective and efficient services and facilities	1.3	Vision Target
3.	Communication System Upgrade	East Waste is a service-based organisation who recognise the importance of providing a great customer experience. Therefore, it is important that our communication systems are designed in a manner that enhances callers experiences whilst also being able to provide accurate data that helps to inform current & future business decisions.	Deliver Cost Effective and efficient services and facilities	1.5	Vision Target

## MAXIMISE SOURCE SEPARATION & RECYCLING

4.	Continue to advance a broadscale 'Choice & Flexibility model.'	Some small positive steps have been taken across metropolitan Adelaide in recent times to investigate alternate collection options. This program will draw together the latest research and findings to develop an "off-the-shelf" framework which will drive reduced material to landfill, particularly food waste.	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>
5.	Multi-Unit Dwelling Research and Source Separation Trial.	<p>Across East Waste approximately 8% of total unit dwellings are Multi-unit. These are typically, challenging to manage, low performing sites which hinder diversion targets.</p> <p>This project will explore the latest international evidence-based guidance to identify ways to increase convenience and effectiveness of source separation for MUD residents and identify or exclude ways to improve performance and help to understand the operational, environmental and community benefits or impacts.</p>	Provide leading and innovative behaviour change and education	2.2	<ul style="list-style-type: none"> <li>• 60% by weight of kerbside materials from MUDs is separately collected and recycled</li> </ul>

**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 audits undertaken over the past 12 months, refine and deliver the ongoing successful “Why Waste It?” program.	Provide leading and innovative behaviour change and education	3.2	<ul style="list-style-type: none"> <li>• Vision Target</li> </ul>
7.	Develop & Implement an East Waste wide bin tagging program.	Several Member Councils conduct bin tagging as part of a broader educational and behaviour change program. East Waste will seek to draw these individual programs together to generate efficiency and data which can be analysed across Councils.	Provide leading and innovative behaviour change and education	3.4	<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> <p>Reduce average contamination of kerbside commingled recycling to less than 7%.</p>



## HELP DRIVE A LOCAL CIRCULAR ECONOMY

8.	Identify opportunities amongst Member Councils for the uptake of crushed glass.	A feature by our current recycling provider is the possibility of separating glass fines from the Material Recovery Facility waste stream, for reuse rather than the current practice of landfilling. Should this materialise, East Waste will work with the required parties to provide and encourage Member Councils to utilise this material in asset renewal programs.	Encourage & support Councils to procure and use recycled content products	4.2	Vision Target
9.	Investigate current and future opportunities for East Waste and Member Council in a carbon market.	<p>The collection and processing of materials generates a significant amount of harmful greenhouse gases. This can be minimised through alternative treatment processes, which in turn may provide opportunities within the carbon market.</p> <p>This project will investigate any such opportunities or additional work required.</p>	Investigate options to process and extract the highest value from collected resources.	4.4	Vision Target

**PROVIDE LEADERSHIP**

10.	Fleet Replacement	In line with the Long Term Financial Plan, undertake the replacement of five (5) collection vehicles.	Provide Leadership	5.4	Vision Target
11.	WHS Systems Audit.	East Waste will focus on both internal and external auditing. The purpose and objective of the auditing is to test the validity and the effectiveness of the implementation of the systems within our organisation. East Waste will seek evidence of the implementation process that haven taken place. A strong focus on the auditing process will be focusing on the hierarchy of control (HOC). The decision to focus on the HOC is based on the organisational risk factors and previous audit results.	Provide Leadership	5.1	Implement best practice safety standards



**We will continue to work closely with our member Councils, Government Agencies and like-minded organisations to ultimately drive value back to the communities we serve.**

**I encourage you to engage in conversation with us if you see opportunity for partnership.** ”

Fraser Bell  
East Waste Chair 2020

**EastWaste**

**20**  
STRATEGIC  
PLAN  
**30**

# Budget Management

East Waste operates almost entirely on a Common Fleet Costing methodology, whereby Member Councils are charged directly against the time it takes to undertake their services. This is achieved through the utilisation of a specialised, highly accurate and powerful cloud-based, real-time GPS based system, supported 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 in response to efficiencies and increased collection costs (e.g. increase in developments, Fire Ban days and events). Specific costs (and rebates where applicable) such as waste disposal and resource processing are directly on-charged, to Member Councils.

The budget to deliver this Annual Plan, along with all East Waste's Services and legislative requirements is detailed in the following proposed 2022/23 Financial Papers (refer Attachment 1 – 5).

**EAST WASTE**

## Projected Statement of Comprehensive Income (Budgeted)

for the Financial Year Ending 30 June 2023

<b>FY2021</b>		<b>FY2022</b>	<b>FY2022</b>	<b>FY2023</b>
<b>Audited Actuals</b>		<b>Adopted Budget</b>	<b>BR2</b>	<b>Proposed Budget</b>
<b>\$'000</b>		<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
	<b>Income</b>			
16,707	User Charges	18,241	16,822	17,949
12	Investment income	2	2	2
-	Grants, subsidies and contributions	-	82	75
917	Other	1,171	956	1,234
<b>17,636</b>	<b>Total</b>	<b>19,414</b>	<b>17,862</b>	<b>19,260</b>
	<b>Expenses</b>			
6,089	Employee Costs	6,309	6,309	6,504
9,149	Materials, contracts & other expenses	10,686	9,520	10,171
1,986	Depreciation, amortisation & impairment	2,122	2,082	2,209
262	Finance costs	281	271	268
<b>17,486</b>	<b>Total</b>	<b>19,398</b>	<b>18,182</b>	<b>19,152</b>
<b>150</b>	<b>Operating Surplus / (Deficit)</b>	<b>16</b>	<b>(320)</b>	<b>108</b>
105	Asset disposals & fair value adjustments	115	45	100
<b>255</b>	<b>Net Surplus / (Deficit)</b>	<b>131</b>	<b>(275)</b>	<b>208</b>
-	Other Comprehensive Income	-	-	-
<b>255</b>	<b>Total Comprehensive Income</b>	<b>131</b>	<b>(275)</b>	<b>208</b>

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**EAST WASTE**

## Projected Balance Sheet (Budgeted)

for the Financial Year Ending 30 June 2023

FY2021		FY2022	FY2022	FY2023
Audited Actuals		Adopted Budget	BR2	Proposed Budget
\$'000		\$'000	\$'000	\$'000
	<b>Assets</b>			
	<b>Current</b>			
3,168	Cash & Cash Equivalents	2,192	2,161	2,420
661	Trade & Other Receivables	1,020	661	661
-	Other Financial Assets	-	-	-
<b>3,829</b>	<b>Total</b>	<b>3,212</b>	<b>2,822</b>	<b>3,081</b>
	<b>Non-Current</b>			
8,098	Infrastructure, Property, Plant & Equipment	8,576	8,513	8,631
<b>8,098</b>	<b>Total</b>	<b>8,576</b>	<b>8,513</b>	<b>8,631</b>
<b>11,927</b>	<b>Total Assets</b>	<b>11,788</b>	<b>11,335</b>	<b>11,712</b>
	<b>Liabilities</b>			
	<b>Current</b>			
1,609	Trade & Other Payables	1,224	1,220	1,145
1,925	Borrowings	2,176	1,850	1,870
654	Provisions	642	694	734
<b>4,188</b>	<b>Total</b>	<b>4,042</b>	<b>3,764</b>	<b>3,749</b>
	<b>Non-Current</b>			
6,423	Borrowings	6,273	6,490	6,634
97	Provisions	123	137	177
<b>6,520</b>	<b>Total</b>	<b>6,396</b>	<b>6,627</b>	<b>6,811</b>
<b>10,708</b>	<b>Total Liabilities</b>	<b>10,438</b>	<b>10,391</b>	<b>10,560</b>
<b>1,219</b>	<b>Net Assets</b>	<b>1,350</b>	<b>944</b>	<b>1,152</b>
	<b>Equity</b>			
1,219	Accumulated Surplus	1,350	944	1,152
<b>1,219</b>	<b>Total Equity</b>	<b>1,350</b>	<b>944</b>	<b>1,152</b>

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**EAST WASTE****PROJECTED STATEMENT OF CASH FLOWS (BUDGET)**

for the Financial Year Ending 30 June 2023

FY2021		FY2022	FY2022	FY2023
Audited Actuals		Adopted Budget	BR2	Proposed Budget
\$'000		\$'000	\$'000	\$'000
	<b>Cash Flows from Operating Activities</b>			
	<b>Receipts</b>			
18,457	Operating Receipts	19,412	17,940	19,183
7	Investment Receipts	2	2	2
	<b>Payments</b>			
(6,012)	Employee costs	(6,309)	(6,229)	(6,424)
(9,243)	Materials, contracts & other expenses	(10,686)	(9,990)	(10,171)
(233)	Interest Payments	(281)	(271)	(268)
<b>2,976</b>	<b>Net Cash Flows from Operating Activities</b>	<b>2,138</b>	<b>1,452</b>	<b>2,322</b>
	<b>Cash Flows from Investing Activities</b>			
	<b>Receipts</b>			
124	Sale of Replaced Assets	115	115	100
	<b>Payments</b>			
(2,452)	Expenditure on Renewal/Replaced Assets	(2,381)	(2,566)	(2,327)
-	Expenditure of New/Upgraded Assets	-	-	-
<b>(2,328)</b>	<b>Net Cash Flows from Investing Activities</b>	<b>(2,266)</b>	<b>(2,451)</b>	<b>(2,227)</b>
	<b>Cash Flow from Financing Activities</b>			
	<b>Receipts</b>			
2,284	Proceeds from Borrowings	2,200	2,031	2,225
	<b>Payments</b>			
(260)	Repayment of Lease Liabilities	(265)	(247)	(263)
(1,826)	Repayment of Borrowings	(1,810)	(1,792)	(1,798)
<b>198</b>	<b>Net Cash Flow from Financing Activities</b>	<b>125</b>	<b>(8)</b>	<b>164</b>
<b>846</b>	<b>Net Increase (Decrease) in cash held</b>	<b>(3)</b>	<b>(1,007)</b>	<b>259</b>
<b>2,322</b>	<b>Cash &amp; cash equivalents at beginning of period</b>	<b>2,195</b>	<b>3,168</b>	<b>2,161</b>
<b>3,168</b>	<b>Cash &amp; cash equivalents at end of period</b>	<b>2,192</b>	<b>2,161</b>	<b>2,420</b>

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## EAST WASTE

### Projected Statement of Changes in Equity (Budgeted) for the Financial Year Ending 30 June 2023

FY2021		FY2022	FY2022	FY2023
Audited Actuals		Adopted Budget	BR2	Proposed Budget
\$		\$'000	\$'000	\$'000
964	Opening Balance	1,219	1,219	944
255	Net Surplus / (Deficit) for Year	131	(275)	208
-	Contributed Equity	-	-	-
-	Distribution to Councils	-	-	-
<b>1,219</b>	<b>Closing Balance</b>	<b>1,350</b>	<b>944</b>	<b>1,152</b>

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**EAST WASTE**
**Projected Uniform Presentation of Finances (Budgeted)  
for the Financial Year Ending 30 June 2023**

FY2021		FY2022	FY2022	FY2023
Audited Actuals		Adopted Budget	BR2	Proposed Budget
\$'000		\$'000	\$'000	\$'000
17,636	Income	19,414	18,848	19,260
(17,486)	Expenses	(19,398)	(18,982)	(19,152)
<b>150</b>	<b>Operating Surplus / (Deficit)</b>	<b>16</b>	<b>(134)</b>	<b>108</b>
	<b>Net Outlays on Existing Assets</b>			
(2,452)	Capital Expenditure on Renewal and Replacement of Existing Assets	(2,381)	(2,516)	(2,327)
1,986	Depreciation, Amortisation and Impairment	2,122	2,082	2,209
124	Proceeds from Sale of Replaced Assets	115	115	100
<b>(342)</b>		<b>(144)</b>	<b>(319)</b>	<b>(18)</b>
	<b>Net Outlays on New and Upgraded Assets</b>			
-	Capital Expenditure on New and Upgraded Assets	-	-	-
-	Amounts Specifically for New and Upgraded Assets	-	-	-
-	Proceeds from Sale of Surplus Assets	-	-	-
<b>(192)</b>	<b>Net Lending / (Borrowing) for Financial Year</b>	<b>(128)</b>	<b>(453)</b>	<b>90</b>

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**SADELAIDE HILLS COUNCIL  
SPECIAL COUNCIL MEETING  
Tuesday 17 May 2022  
CONFIDENTIAL AGENDA BUSINESS ITEM**

<b>Item:</b>	<b>8.1</b>
<b>Responsible Officer:</b>	<b>Megan Sutherland Executive Manager Organisational Development Corporate Services</b>
<b>Subject:</b>	<b>Appointment of Consultant to undertake the CEO Performance and Remuneration Reviews</b>
<b>For:</b>	<b>Decision</b>

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**1. Appointment of Consultant to undertake the CEO Performance and Remuneration Reviews – Exclusion of the Public**

Pursuant to section 90(2) of the *Local Government Act 1999* the Council orders that all members of the public, except:

- Chief Executive Officer, Andrew Aitken
- Director Community Capacity, David Waters
- Director Corporate Services, Terry Crackett
- A/Director Development & Regulatory Services, Melissa Bright
- Director Infrastructure & Operations, Peter Bice
- Executive Manager Governance & Performance, Lachlan Miller
- Governance & Risk Coordinator, Steven Watson
- Executive Manager Organisational Development, Megan Sutherland

be excluded from attendance at the meeting for Agenda Item 8.1: Appointment of Consultant to undertake the CEO Performance & Remuneration Review in confidence.

The Council is satisfied that it is necessary that the public, with the exception of Council staff in attendance as specified above, be excluded to enable Council to consider the report at the meeting on the following grounds:

Section 90(3)(d) of the *Local Government Act 1999*, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) that would, on balance, be contrary to the public interest, the disclosure of which could reasonably be expected to prejudice the commercial position of the business which supplied the information and to confer a commercial advantage on a third party.

Accordingly, on this basis the principle that meetings of the Council should be conducted in a place open to the public has been outweighed by the need to keep the information and discussion confidential.

**3. Advice on preferred Consultant to undertake the CEO Performance and Remuneration Reviews – Duration of Confidentiality**

Subject to the CEO, or his delegate, disclosing information or any document (in whole or in part) for the purpose of implementing Council's decision(s) in this matter in the performance of the duties and responsibilities of office, Council, having considered Agenda Item 8.1 in confidence under sections 90(2) and 90(3) (d) of the *Local Government Act 1999*, resolves that an order be made under the provisions of sections 91(7) and (9) of the *Local Government Act 1999* to retain the Items in confidence as detailed in the Duration of Confidentiality Table below:

<b>Item</b>	<b>Duration of Confidentiality NB: Item to be reviewed every 12 months if not released</b>
<b>Report</b>	be retained in confidence until the final CEO Performance and remuneration review report is received by Council
<b>Related Attachments</b>	be retained in confidence until the final CEO Performance and remuneration review report is received by Council
<b>Minutes</b>	be retained in confidence until the final CEO Performance and remuneration review report is received by Council
<b>Other</b>	NIL