

PUBLIC AGENDA

SOUTHERN REGION WASTE RESOURCE AUTHORITY

BOARD MEETING

To be held on

Monday 3rd November 2014

5pm

At

Southern Region Waste Resource Authority

282 Main South Road Morphett Vale 5162

Boardroom

(Light supper provided)

This meeting of the Board will NOT be conducted in a place open to the public (REF: - Charter 2.5.17)

All documents presented to, received at or derived from the meeting will remain confidential and not available for public inspection unless the Board otherwise resolves (REF: - Charter 2.5.21)

1. OPENING

2. ATTENDANCE RECORD

2.1 Present

2.2 Apologies

3. MINUTES OF MEETING

3.1 Board Meetings

Recommendation

That the minutes of the Ordinary Meeting held on 22nd September 2014 be confirmed as a true and accurate record.

4. DECLARATION CONFLICT OF INTEREST

Members are to declare any conflict of interest before each item.

5. ITEMS OF BUSINESS

5.1 Action Reports

- | | | |
|-------|--------------------------------|-----------------|
| 5.1.1 | Board Meeting Schedule | Report No.51/14 |
| 5.1.2 | Policy Reviews | Report No.52/14 |
| 5.1.3 | Landfill Crushing Requirements | Report No.53/14 |

5.2 Finance Reports

- | | | |
|-------|------------------------------|-----------------|
| 5.2.1 | Finance Report – August 2014 | Report No.54/14 |
|-------|------------------------------|-----------------|

5.3 Information Reports

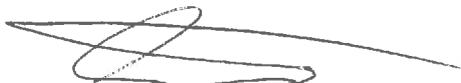
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|-------|--|-----------------|
| 5.3.1 | Landfill Operation Mapping & Fill Plan | Report No.55/14 |
| 5.3.2 | Methane Gas Management Option | Report No.56/14 |
| 5.3.3 | National Greenhouse & Energy Report (NGER) | Report No.57/14 |
| 5.3.4 | Executive Officer's Information Report | Report No.58/14 |
| 5.3.5 | General Information Report | Report No.59/14 |
| 5.3.6 | WHS and IM Report | Report No.60/14 |

6. OTHER BUSINESS

7. NEXT MEETING

1st December 2014

8. CLOSURE


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Mark Hindmarsh – Executive Officer

Agenda Item:	Items of Business (5.1.1)
Report Title:	Board Meeting Schedule
Report Author:	Executive Officer
Report No:	51/14
Date:	3rd November 2014

EXECUTIVE SUMMARY

The Board is required to hold at least six ordinary meetings in each financial year at such times and places as fixed by the Board or the Executive Officer. No meeting shall be held before 5pm unless the Board resolves otherwise by a resolution supported unanimously.

RECOMMENDATION

- 1. That the Board meets at 5.00pm at the SRWRA office, 282 Main South Road, Morphett Vale on:**
Monday 2 February 2015
Monday 4 May 2015
Monday 1 June 2015
Monday 3 August 2015
Monday 21 September 2015 (AGM)
Monday 2 November 2015
Monday 7 December 2015
- 2. That the Board determines the minutes and reports relating to Report No. 51/14 will be available to the public.**
- 3. That the Board determines the minutes and reports will be the subject of an information report to Constituent Councils.**

REPORT

The Board is required to hold at least six ordinary meetings in each financial year at such times and places as fixed by the Board or the Executive Officer. No meeting shall be held before 5pm unless the Board resolves otherwise by a resolution supported unanimously.

The Executive Officer provides a list of the proposed meeting dates and also provides a list of statutory/charter requirements to be met.

Board Meeting Dates	Statutory/Charter Requirement
2 February 2015	2014/15 2 nd Budget Review
4 May 2015	2015/16 Business Plan & Budget Workshop 2014/15 3 rd Budget Review
1 June 2015	Draft 2015/16 Business Plan & Budget Plant Asset Management Plan Annual Review
3 August 2015	Strategic Plan Annual Review
21 September 2015	Annual General Meeting
2 November 2015	2015/16 1 st Budget Review Long Term Financial Plan Annual Review
7 December 2015	Board Meeting Schedule

The Financial Statements will be considered by the Audit Committee at the August 2015 Audit Committee meeting. The audited Financial Statements and Annual Report will need to be adopted prior to 30 September 2015.

The 2015/16 Annual Business Plan & Budget will be considered by the Audit Committee at the June 2015 Audit Committee meeting and will need to be adopted by 30 June 2015.

Agenda Item:	Items of Business (5.1.2)
Report Title:	Policy Reviews
Report Author:	Executive Officer
Report No:	52/14
Date:	3rd November 2014
Attachments:	(A) Investment – Borrowings Policy - Draft (B) Code of Conduct for Board Members – Draft (C) Board Members Complaint Handling Policy - Draft

EXECUTIVE SUMMARY

The Executive Officer has reviewed the Investment Policy in line with the recommendations made in the Internal Financial Control Audit and has made a number of changes including renaming the policy as the Investment – Borrowings Policy. The SRWRA Charter has been used as a basis for the addition of the Borrowing section of the Policy. The Executive Officer also presents further information on the draft version of the Code of Conduct for Board Members which has been updated. The local government mandatory code for elected members has been used as a basis for the changes. An updated Board Member Complaint Handling Policy is also provided as it is necessary to modify the policy to accommodate the changes to the Code of Conduct for Board Members.

RECOMMENDATION:

- 1. That SRWRA adopts the Investment – Borrowings Policy - Draft, Code of Conduct for Board Members – Draft and Board Members Complaint Handling Policy - Draft.**
- 2. That the Board determines the minutes, reports and attachments relating to Report No. 52/14 will be available to the public.**
- 3. That the Board determines Report No. 52/14 will be the subject of an information report to the Constituent Councils.**

REPORT

The Executive Officer has reviewed and submits the Investment Policy with the recommendations made in the Internal Financial Control Audit and has made a number of changes including renaming the policy as the Investment – Borrowings Policy. The SRWRA Charter has been used as a basis for the addition of the Borrowing section of the Policy.

The Executive Officer submits an amended draft version of Code of Conduct for Board Members for adoption. This policy is in accordance with the mandatory Code of Conduct for Council Members published by the Minister for Planning in August 2013. The changes made to the mandatory code are to identify the SRWRA as a regional subsidiary and not a council.

There is an expectation that board members of a regional subsidiary meet the same requirements as the constituent councils' members unless it is specifically exempted by legislation.

The main amendments focus on the new provisions on misconduct now included in the Local Government Act and the heightened emphasis on behaviour as a result of the appointment of the Independent Commissioner against Corruption (ICAC) and the enactment of new ICAC legislation in 2012. There is definitely more focus on ensuring that Council members, Subsidiary Board members and council and subsidiary employees are accountable to the community for their actions.

The new code outlines the expectations for members and the appropriate process to follow if there is an allegation of inappropriate behaviour. It separates the areas of conduct between the conduct that can be dealt with by the organisation (Part 2 – Behavioural Code) and those which must be referred to external bodies for review and recommendation (Part 3 – Misconduct).

The Appendix refers to criminal matters and the need to refer any potential breaches to the appropriate authority. As such the Appendix does not form part of the Code of Conduct. The breaches of the Local Government Act 1999 and other Acts listed in the Appendix would need to be referred to the Office for Public Integrity.

As the Code of Conduct for Board Members has been substantially amended it has been necessary to update the Complaints Handling Policy under the Code of Conduct. This policy addresses the different elements in the new code and the manner in which any potential breach should be addressed. It provides different options for the Chair and the Board to use in managing issues under the Behavioural Code and also outlines the steps to be taken if there are any potential breaches which may constitute Misconduct under Part 3 of the Code.

SOUTHERN REGION WASTE RESOURCE AUTHORITY (SRWRA)**(PO-11) INVESTMENT / BORROWINGS POLICY**

Date of 1st Adoption:	7 th August 2006 – Report No.55/06
Next Review Date:	February 2015
Reviewed:	10 th February 2014 (Annual Review) – Report No. 01/14 14 th December 2011 (Annual review) – Executive Officer 11 th October 2010 (Annual Review) – Report No.79/10 16 th November 2009 (Annual Review) – Executive Officer 1 st December 2008 (Annual Review) – Report No. 158/08 3 rd December 2007 (Annual Review) – Report No.92/07 11 th December 2006 (Annual Review) – Report No.93/06

POLICY STATEMENT**1. Introduction**

The Local Government Act 1999 (Schedule 2), introduced requirements for Local Government Subsidiaries to review and report on the performance of their investments and borrowings (if applicable). These requirements obligate the Officers who are responsible for Subsidiary funds to act with the care, diligence and skill that a prudent person of business would exercise in managing the affairs of other persons and be aware of their responsibilities in relation to investments and borrowings.

2. Policy Objectives

This Policy will provide direction to management, staff and the Southern Region Waste Resource Authority (SRWRA) in relation to investments and borrowings, and establish an appropriate structure to ensure that:

- 2.1 SRWRA funds are preserved;
- 2.2 SRWRA maximises the return on surplus funds;
- 2.3 SRWRA funds are invested in accordance with its legislative and common law responsibilities; and
- 2.4 SRWRA complies with the requirements of the Local Government Act, 1999.

3. Investment Policy Statements**3.1 Approved Investments**

Without approval from the Board investments are limited to:

- 3.1.1 Deposits with the Local Government Finance Authority and appropriate Tier 1 banks
- 3.1.2 Bank accepted / endorsed bank bills;
- 3.1.3 Bank negotiable Certificate of Deposits;
- 3.1.4 Bank interest bearing deposits; and
- 3.1.5 State / Commonwealth Government Bonds.

3.2 Risk Minimisation

All investment activities will be undertaken in a manner that minimises risk to SRWRA. In particular:

- 3.2.1 Board approval required for investments fixed for a period greater than 12 months.
- 3.2.2 Investment options limited to secure institutions. (refer 3.1.1)
- 3.2.3 There shall be appropriate reporting and monitoring of investments.
- 3.2.4 Funds must be invested in the name of the Authority and any redemption must be paid into the operating account of the Authority.

4. Nature & Scope of Investments

The Local Government Act 1999 (Schedule 2) requires the SRWRA Charter to define the scope and nature of any investment undertaken by the subsidiary.

The SRWRA Charter defines the Powers and Functions of the Authority under Section 1.6 and includes the following:

The powers, functions and duties of the Authority are to be exercised in the performance of the Authority's objects and purposes. The Authority shall have those powers, functions and duties delegated to it by the Constituent Councils from time to time which include but are not limited to:

- 1.6.1 *accumulation of surplus funds for investment purposes;*
- 1.6.2 *investment of any of the funds of the Authority in any investment authorised by the Trustee Act 1936 or with the Local Government Finance Authority provided that:*
 - 1.6.2.1 *in exercising this power of investment the Authority must exercise the care, diligence and skill that a prudent person of business would exercise in managing the affairs of other person; and*
 - 1.6.2.2 *the Authority must avoid investments that are speculative or hazardous in nature.*

5. Nature & Scope of Borrowings

The Local Government Act 1999 (Schedule 2) requires the SRWRA Charter to define the scope and nature of any borrowings undertaken by the subsidiary.

The SRWRA Charter defines the Powers and Functions of the Authority under Section 1.7 and includes the following:

- 1.7.1 *The Authority has the power to incur expenditure and/or to borrow money:*
 - (a) *in accordance with the approved budget of the Authority; or*
 - (b) *for the purposes of unbudgeted expenditure in accordance with (c) and (d) below; or*
 - (c) *pursuant to the provisions of subclauses 1.6.8 and 1.7.4 of this Charter; or*
 - (d) *with the prior approval of two-thirds of the Constituent Councils for amounts which do not exceed 25% of the value of the net assets of the Authority and with the prior approval of all the Constituent Councils for other amounts, which approval must be evidenced by formal resolution of the Councils, or*
 - (e) *otherwise for genuine emergency or hardship as provided for in the Act.*
- 1.7.2 *For the purpose of exercising the powers at Clause 1.7.1 of this Charter the Authority may borrow money from the Local Government Finance Authority or from a registered bank or financial institution within Australia.*
- 1.7.3 *For the purposes of Clause 1.7.2 but subject to Clause 1.7.4 of this Charter borrowings of the Authority:*
 - (a) *must not be used for the purpose of funding operational costs;*
 - (b) *where the borrowings are undertaken with the prior approval of the Constituent Councils, must be drawn down within a period of 24 months from the date of approval.*

and

1.7.4 The Authority may operate an overdraft facility or facilities as required provided that the overdrawn balance must not exceed \$100 000 in total without the prior approval of two-thirds of the Constituent Councils

Policy Review

This policy will be reviewed each year and at other times if any significant new information, legislative or organisational change warrants an amendment to this document.

Draft

SOUTHERN REGION WASTE RESOURCE AUTHORITY (SRWRA)

(P0-32) CODE OF CONDUCT FOR BOARD MEMBERS

Date of 1 st Adoption:	3rd August 2009 – Report No.72/09
Next Review Date:	September 2015
Reviewed:	10 th August 2010 (Annual Review) – Executive Officer 31 st October 2011 – Report 75/11 8 th August 2012 (Annual Review) – Executive Office 22 nd September 2014 – Report xx/14

1. Introduction

This Code of Conduct is to be observed by all Board members. Board members must comply with the provisions of this code carrying out their functions as public officials. It is the personal responsibility of the Board members to ensure they are familiar with, and comply with the standards of the Code at all times.

2. Part 1 – PRINCIPLES

Higher Principles – Overarching Statement

This part does not constitute separate enforceable standards of conduct

Board members have a commitment to serve the best interests of the constituent councils and their respective communities and to discharge their duties conscientiously, to the best of their ability, and for public, not private, benefit at all times.

Board members will work together constructively and will uphold the values of honesty, integrity, accountability and transparency, and in turn, foster community confidence and trust in Local Government.

As representatives of open, responsive and accountable government, Board members are committed to considering all relevant information and opinions, giving each due weight, in line with the SRWRA's obligations.

In the performance of their role, Board members will take account of the diverse current and future needs of the constituent councils in decisions making, provide leadership and promote the interests of the SRWRA.

Board members will make every endeavor to ensure that they have current knowledge of both statutory requirements and best practice relevant to their position. The SRWRA is expected to provide training and education opportunities that will assist

members to meet their responsibilities under the *Local Government Act 1999*.

Board members will comply with all legislative requirements of their role and abide by this Code of Conduct.

3. Part 2 – BEHAVIOURAL CODE

Behavioural Code

In line with “Part 1 – Higher Principles of this Code”, the following behaviour is considered essential to upholding the principles of good governance in Council Subsidiaries.

This Part is for the management of the conduct of Board members that does not meet the reasonable community expectations of the conduct of Board members. It deals with conduct that does not, and is not likely to, constitute a breach of Part 3 – Misconduct or criminal matters such as those contained in the Appendix to this document.

Robust debate within Board meetings that is conducted in a respectful manner is not a breach of this Part.

3.1 Role of a Board Member

Board members must:

General Behaviour

- Show commitment and discharge duties conscientiously
- Act in a way that generates constituent council and community trust and confidence in the SRWRA
- Act in a reasonable, just, respectful and non-discriminatory way when dealing with people
- Show respect for others if making comments publicly
- Ensure that personal comments to the media or other public comments, on Board decisions and other matters, clearly indicate it is a private view, and not that of the Board

Responsibilities as a member of the Board

- Comply with all SRWRA policies, codes and resolutions
- Deal with information received in their capacity as Board members in a responsible manner
- Endeavour to provide accurate information to the SRWRA and to the public at all times

3.2 Relationships

- Endeavour to establish and maintain a respectful relationship with all Board members, regardless of differences of views and opinions
- Not bully or harass other Board members
- Not bully or harass the SRWRA staff
- Direct all requests for information from the SRWRA administration to the Executive Officer or nominated delegate/s
- Direct all requests for work or actions by the SRWRA staff to the SRWRA Executive Officer or nominated delegate/s
- Refrain from directing or influencing SRWRA staff with respect to the way in which these employees perform their duties

4. Requirements to report breach of Part 3

A Board member who is of the opinion that a breach of Part 3 of this Code (Misconduct) has occurred, or is currently occurring, must report the breach to the Chairperson, the Executive Officer, the Ombudsman or the Office for Public Integrity.

A failure to report an alleged or suspected breach of Part 3 of this code is in itself a breach under this part (Behavioural Code).

5. Complaints

- Any person may make a complaint about a Board member under the Behavioural Code
- Complaints about behaviour alleged to have breached the Behavioural Code should be brought to the attention of the Chair or Executive Officer or nominated delegate/s
- A complaint may be investigated and resolved in any manner which the Board deems appropriate in its process for handling alleged breaches of this part. This can include, but is not limited to: a mediator or conciliator, the Local Government Governance Panel, a regional governance panel or an independent investigator
- A complaint may be considered within this process to be trivial, vexatious or frivolous, and accordingly not investigated
- A failure of a board member to cooperate with the Board's process for handling alleged breaches of this Part may be referred for investigation under Part 3
- A failure of a Board member to comply with a finding of an investigation under this Part, adopted by the Board, may be referred for investigation under Part 3
- Repeated or sustained breaches of this Part by the same Board member may be

referred, by resolution of the Board, to the relevant authority as a breach of Part 3

- A breach of the Behavioural Code must be the subject of a report to a public meeting of the SRWRA Board

Findings

If, following investigation under the Board member complaint handling process, a breach of the Behavioural Code by a Board member is found, the Board may, by resolution:

- Take no action;
- Pass a censure motion in regard to the Board member;
- Request a public apology, whether written or verbal;
- Request the Board member to attend training on the specific topic found to have been breached;
- Resolve to remove or suspend the Board member from a position within the Board (not including the Board member's position on the SRWRA Board)
- Request the member to repay monies to the SRWRA.

6. PART 3 – MISCONDUCT

Failure by a Board member to comply with this part constitutes misconduct. The provisions within this Part may refer to statutory matters under the *Local Government Act 1999*. Any breach of these provisions will be investigated under that legislation.

Any person may report an alleged breach of this Part to the SRWRA, the Ombudsman, the Electoral Commissioner (for alleged breaches of code 3.8) or the Office for Public Integrity. Alleged breaches of this Part made to the SRWRA or to the Office for Public Integrity may be referred to the Ombudsman for investigation under section 263 of the *Local Government Act 1999*, by the Executive Officer or by the Independent Commissioner Against Corruption, where he or she so determines.

A report from the Ombudsman that finds a Board member has breached the Part (Misconduct) of the Code of Conduct must be provided to a meeting of the Board. The Board must pass resolutions that give effect to any recommendations received from the Ombudsman, within two ordinary meetings of the Board following the receipt of these recommendations.

An investigation under Part 3 of this Code does not preclude an investigation being launched as a potential breach of the criminal matters listed in the Appendix to this document.

Member duties

Board members must:

- Act honestly at all times in the performance and discharge of their official

functions and duties

- Perform and discharge their official functions and duties with reasonable care and diligence at all times
- Not release or divulge information that the Board has ordered be kept confidential, or that the Board member should reasonably know is information that is confidential, including information that is considered by Board in confidence
- Not exercise or perform, or purport to exercise or perform, a power, duty or function that he or she is not authorized to exercise or perform
- Not attempt to improperly direct a member of the SRWRA staff to act in their capacity as a Local Government employee for an unauthorised purpose
- Ensure that relationships with external parties cannot amount to interference by improper influence, affecting judgement, decisions and/or actions.

Gifts and benefits

Board members must not:

- Seek gifts or benefits of any kind
- Accept any gift or benefit that may create a sense of obligation on their part or may be perceived to be intended or likely to influence them in carrying out their public duty
- Accept any gift or benefit from any person who is in, or who seeks to be in, any contractual relationship with the SRWRA.

Notwithstanding the above relating to gifts and benefits, Board members may accept hospitality provided in the context of performing their duties, including free or subsidized meals, beverages or refreshments of reasonable value provided in conjunction with Board training, workshops and conferences, Board functions and other social functions or events organized by the constituent councils.

Where Board members receive a gift or benefit of more than a value published in the Government Gazette by the Minister from time to time, details of each gift must be recorded within a Gifts and Benefits Register maintained and updated quarterly by the Executive Officer. This register must be made available for inspection at the principal office of the SRWRA and on the SRWRA's website.

Register of Interests

- The Chairperson must lodge with the SRWRA a complete and accurate primary return of their interests, and subsequent ordinary returns, as required

by the Charter.

Conflict of Interest

- Board members must be committed to making decisions without bias and in the best interests of the constituent councils and comply with the relevant conflict of interest provisions of the *Local Government Act 1999*.

Misuse of the SRWRA resources

- Board members using the SRWRA resources must do so effectively and prudently
- Board members must not use SRWRA resources, including services of SRWRA staff, for private purposes, unless legally or properly authorized to do so, and payments are made where appropriate
- Board members must not use public funds or resources in a manner that is irregular or unauthorized.

Repeated or sustained breaches of Part 2

- At the discretion of the Board, repeated or sustained inappropriate behaviour, as listed in Part 2, may be escalated to an allegation of misconduct under this Part
- A failure to comply with a finding of inappropriate behaviour (by the SRWRA, independent investigator or Ombudsman, under Part 2 is also grounds for a complaint under this Part.

7. Statement of Adoption and Review

This Code of Conduct was adopted on 22nd September 2014. This Code is a substantial revision of the original code (adopted 3rd August 2009) and will be reviewed annually.

The SRWRA may at any time alter this Code of Conduct, or substitute a new Code of Conduct.

8. Other Relevant Policies/Procedures

Board Member Complaint Handling Policy

Copies of SRWRA's policies are available on its website www.srwra.com.au or by contacting SRWRA on 8326 7044 and or info@srwra.com.au.

9. Commitment of Board Members

We the Board members of the SRWRA commit to observe this Code of Conduct.

Mark Booth
Steve Matthewson
Carol Bouwens
Vincent Mifsud
Jim Huckstepp
Ian Walker
Kirk Richardson
Cheryl Connor
Sharon Nash
Lynda Yates

Further Information

Members of the public may inspect this Code of Conduct for Board Members on SRWRA's website (www.srwra.com.au) and at the principal office of the SRWRA at 282 Main South Road, Morphett Vale.

On payment of a fee, a copy of this Code of Conduct may be obtained from the SRWRA, otherwise may be downloaded for free from SRWRA's website.

Any queries in relation to this Code of Conduct should be directed to the Executive Officer, Mark Hindmarsh, on 8326 7044 and/or email address mark.hindmarsh@srwra.com.au

APPENDIX-CRIMINAL MATTERS

The matters within this Appendix are matters for which a criminal penalty attaches. As separate legislation operates to cover such conduct, this part does not form part of the Code of Conduct for Board members.

Allegations of conduct breaching these matters will be investigated in accordance with the legislation governing that conduct and they are included within this document only in order to provide a complete overview of the standards of conduct and behaviour expected of Board members.

Alleged breaches of matters outlined in this Appendix should be reported to the Office for Public Integrity in the first instance.

Breaches of the Local Government Act 1999

Member duties

A member of the Board must not, whether within or outside the State, make improper use of information acquired by virtue of his or her position as a member of the SRWRA to gain, directly or indirectly, an advantage for himself or herself or for another person or to cause detriment to the SRWRA (section 62(3)).

A member of the SRWRA must not, whether within or outside the State, make improper use of his or her position as a member of the SRWRA to gain, directly or indirectly, an advantage for himself or herself or for another person or to cause detriment to the SRWRA (section 62(4)).

Provision of false information

A member of the SRWRA who submits a return under Chapter 5 Part 4 (Register of interest) and Schedule 3 of the *Local Government Act 1999* that is to the knowledge of the member, false or misleading in a material particular (whether by reason of information included in or omitted from the return) is guilty of an offence (section 69).

Restrictions on publication of information from Register of Interests

A Board member must not publish information, or authorise publication of information, derived from a Register unless the information constitutes a fair and accurate summary of the information contained in the Register, and is published in the public interest, or comment on the facts set forth in a Register, unless the comment is fair and published in the public interest and without malice (section 71).

Breaches of other Acts

Acting in his or her capacity as a public officer, a Board member shall not engage

in conduct, whether within or outside the state, that constitutes corruption in public administration as defined by section 5 of the *Independent Commissioner Against Corruption Act 2012* including:

An offence against Part 7 Division 4 (Offences relating to public officers) of the *Criminal Law Consolidation Act 1935*, which includes the following offences:

- Bribery or corruption of public officers
- Threats or reprisals against public officers
- Abuse of public office
- Demanding or requiring benefit on basis of public office
- Offences relating to appointment to public office.

Any other offence, including an offence against Part 5 (Offences of dishonesty) of the *Criminal Law Consolidation Act 1935*, committed by a public officer while acting in his or her capacity as a public officer, or by a former public officer and related to his or her former capacity as a public officer, or by a person before becoming a public officer and related to his or her capacity as a public officer, or to an attempt to commit such an offence.

Any of the following in relation to an offence referred to in a preceding paragraph:

- Aiding, abetting, counselling or procuring the commission of the offence
- Inducing, whether by threats or promises or otherwise, the commission of the offence;

SOUTHERN REGION WASTE RESOURCE AUTHORITY (SRWRA)

(PO-33) BOARD MEMBER COMPLAINT HANDLING POLICY

Date of 1st Adoption:	3rd August 2009 – Report No.72/09
Next Review Date:	August 2013
Reviewed:	10 th August 2010 (Annual Review) – Executive Officer 31 st October 2011 – (Annual Review) – Report No. 75/11 8 th August 2012 (Annual Review) – Executive Officer

SRWRA

1. Introduction

The SRWRA has adopted a Code of Conduct for Board Members. This Code of Conduct is a public declaration of the principles of good conduct and standards of behaviour that the Board Members of the SRWRA have agreed to demonstrate. The standards in the Code of Conduct are in addition to any statutory requirements of the *Local Government Act 1999* or any other relevant Act or Regulation applicable to Board Members in the performance of their role and responsibilities.

2. Definitions

Act means the Independent Commissioner Against Corruption Act (ICAC) 2012

Appropriate Authority that receives disclosure of public interest information includes:

- *A Minister of the Crown;*
- *A member of the police force-* where the information relates to an illegal activity;
- *the Auditor-General* – where the information relates to the irregular or unauthorised use of public money;
- *the Ombudsman* – where the information relates to a public officer;
- *a Responsible Officer*, where the information relates to a matter falling within the sphere of responsibility of a Local Government body; or
- Any other person to whom, in the circumstances of the case, it is reasonable and appropriate to make the disclosure.

Complainant refers to the person who makes a complaint.

Corruption in public administration means:

- An offence against Part 7 Division 4 (offences relating to public officers) of the Criminal Law Consolidation Act 1935, which includes the following offences:

- i. bribery or corruption of public officers;
 - ii. threats or reprisals against public officers;
 - iii. abuse of public office
 - iv. demanding or requiring benefit on basis of public office;
 - v. offences relating to appointment of public office.
- Any other offences (including an offence against Part 5 (Offences of dishonesty) of the Criminal Law Consolidation Act 1935) committed by a public officer while acting in his or her capacity as a public officer or by a former public officer and related to his or her former capacity as a public officer, or by a person before becoming a public officer, or an attempt to commit such an offence; or
 - Any of the following in relation to an offence referred to in a preceding paragraph;
 - i. Aiding, abetting, counselling or procuring the commission of an offence;
 - ii. Inducing, whether by threats or promises or otherwise, the commission of the offence;
 - iii. Being in any way, directly or indirectly, knowingly concerned in, or party to, the commission of the offence;
 - iv. Conspiring with others to effect the commission of the offence.

Directions and Guidelines is a reference to the Directions and Guidelines issued pursuant to section 20 of the ICAC Act, which are available on the Commissioner's website (www.icac.sa.gov.au)

Employee refers to all the SRWRA's employees and includes trainees, work experience students, volunteers and contractors whether they are working in a full time, part time or casual capacity.

ICAC Act is the Independent Commissioner Against Corruption Act 2012.

Maladministration is defined by the ICAC Act 2012 in public administration to mean:

- i. Conduct of a public officer, or a practice, policy or procedure of a public authority, that results in an irregular and unauthorised use of public money or substantial mismanagement of public resources; or
- ii. Conduct of a public officer involving a substantial mismanagement in or in relation to the performance of official functions; and
 - Includes conduct resulting from impropriety, incompetence or negligence; and
 - Is to be assessed having regard to relevant statutory provisions and directions.

(Mandatory Code refers to the Code of Conduct for Council Members as published in the South Australian Government Gazette 29 August 2013).

Misconduct in public administration defined at section 4 of the ICAC Act means:

- Contravention of a code of conduct by a public officer while acting in his or her capacity as a public officer that constitutes a ground for disciplinary action against the officer; or
- Other misconduct of a public officer while acting in his or her capacity as a public officer.

Office for Public Integrity (OPI) is the office established under the ICAC Act that has the function to:

- Receive and assess complaints about public administration from members of the public;
- Receive and assess reports about corruption, misconduct and maladministration in public administration from the Ombudsman, the SRWRA and public officers;
- Make recommendations as to whether and by whom complaints and reports should be investigated;
- Perform other functions assigned to the Office by the Commissioner.

Public Administration defined at section 4 of the ICAC Act means without limiting the acts that may comprise public administration, an administrative act within the meaning of the Ombudsman Act 1972 will be taken to be carried out in the course of public administration.

Public Officer includes:

- A board member of the SRWRA, including the Chair;
- An independent member of a SRWRA Committee, and
- An Employee or Officer of the SRWRA.

3. Procedure for Complaints Handling

This procedure applies when the SRWRA receives a complaint against a board member under the Code of Conduct for Board Members (Code).

Breaches of the Code of Conduct

Breaches of the Code may relate to behaviour (in Part 2 of the Code) or misconduct (in Part 3 of the Code). Criminal or corruption matters, which are subject to separate legislation, do not form part of the Code for Board Members but are referred to in the appendix. This procedure covers referral of these types of complaints to other agencies.

Alleged Breach

1. Where an alleged breach occurs the complainant should report the allegation, in writing, addressed to the Executive Officer. The allegation should:
 - be specific
 - provide as much evidence as possible to assist an investigation

- provide the name of the Member who has allegedly breached the Code.
 - Complainants can, at any time, take the alternative option of lodging the complaint with the OPI, which will direct the complaint in accordance with the ICAC Act.
2. The Executive Officer will be responsible for receiving and managing the referral of a complaint and will advise the Chair (or if it relates to the Chair to the Deputy Chair) of receipt of a complaint. The Chair (or Deputy) will determine whether the complaint relates to:
- behaviour which falls under Part 2 of the Code
 - misconduct which triggers action under Part 3 of the Code or
 - criminal or corrupt behaviour

Complaints relating to misconduct or criminal behaviour must be referred to the appropriate authorities immediately. (see below at clauses 6 and 7 under Part 3, Mandatory Code (Misconduct))

SRWRA maintains jurisdiction where the complaint deals with the conduct that falls into Part 2 of the Code. Part 2 deals with conduct that reflects reasonable community expectations of how Board Members should conduct themselves. Robust debate within the Board which is conducted in a respectful manner is not a breach of this Part.

Having regard to the seriousness of the allegation and information provided, the Chair may:

- seek to resolve the matter immediately
 - refer the complaint to the Local Government Governance Panel.....
 - dismiss the allegation.
3. Within three days of receipt of an allegation, the Member who is the subject of the allegation will be advised by the Chair of the complaint and substance. The Member will also be advised of the manner in which the Chair intends to deal with the complaint.

Alleged Breach of Part 2-Internal response

1. Only matters which are determined to be of a minor nature will be dealt with internally and only with the agreement of the parties. The Chair may hold meetings with the complainant and the Board Member and may seek mediation and conciliation between the parties in an attempt to resolve the matter to the satisfaction of all parties. This may be appropriate, for example, where the complainant is also a Board Member.
2. The Chair must ensure that the principles of natural justice and procedural fairness are observed.
3. Where the matter is resolved by the Chair to the satisfaction of all parties, the matter will be closed and no further action will be taken. The Chair will send

written confirmation to all parties confirming that the matter has been resolved and **provide a report to a meeting of the Board which will also be made available to the public.**

4. Where the matter cannot be resolved, the Chair will refer the original complaint to the Local Government Governance Panel. Neither the Chair nor the EO will be part of a complaint referred to the Local Government Governance Panel.

Alleged Breach of Part 2 – Referral to the Local Government Governance Panel

1. Where there has been an allegation that a Board Member has breached Part 2 of the Code, the complaint may be referred to the independent Local Government Governance Panel by the Chair under this procedure, without further reference to the Board.
2. Complaints referred to the Governance Panel will specify the ground/s of the complaint, set out the circumstances of the complaint and be accompanied by any other material that is available to support the complaint. A copy of the Governance Panel's procedures is available on the Governance Panel webpage on the LGA's website under the Rules of Engagement. (www.lga.sa.gov.au)
3. The matter will be assessed initially by the Panel Chairperson who will determine the process to be followed and the person who will deal with the matter. The matter may be dismissed if it is frivolous, vexatious, misconceived or lacking in substance. Where a complaint progresses to an investigation, a report will be prepared by the Panel and will be provided to the Board. The report may recommend to the Board appropriate action in relation to the matter, including the imposition of any of the sanctions available to a Board under clause...of the Code (see below).
4. A breach of Part 2 of the Code must be the subject of a report to the Board. If following investigation by the Governance Panel, a breach of Part 2 of the Code is found, the breach must be the subject of a report to the Board (clause ...of the Code). The Board may, by resolution, take any of the following actions:
 - Take no action;
 - Pass a censure motion in respect of the Board Member;
 - Request a public apology, whether written or verbal;
 - Request the Board Member to attend training on the specific topic found to be breached;
 - Resolve to remove or suspend the Board Member a position within the Board (not including the Board Member's position);
 - Request the member to repay monies to the SRWRA.

Appeals

The Board will not enter into any process of appeal in relation to Part 2 of the Code.

Part 3 – Mandatory Code (Misconduct)

1. Any person may report an alleged breach of Part 3 of the Code to the Board, the Ombudsman or the Office of Public Integrity. Alleged breaches of this Part made to the Board or to the Office of Public Integrity may be referred to the Ombudsman for investigation.
2. Under the Code, a Board Member who is of the opinion that a breach of Part 3 of the Code has occurred, or is currently occurring, must report the breach to the Chair of the Board or the Executive Officer, the Ombudsman or the Office of Public Integrity.
3. A failure to report an alleged or suspected breach of Part 3 of the Code is in itself a breach under Part 2 of the Code.
4. A failure of a Board Member to co-operate with the Board's process for handling alleged breaches of Part 2 of the Code may be referred for investigation under Part 3.
5. A failure of a Board Member to comply with a finding of an investigation under Part 2 of the Code, adopted by the Board, may be referred for investigation under Part 3.
6. Repeated or sustained breaches of Part 2 of the Code by the same Board Member may be referred, by resolution of the Board, to the relevant authority as a breach of Part 3.
7. A report from the Ombudsman that finds a Board Member has breached Part 3 of the Code must be the subject of a report to a public meeting of the Board.
8. The Board must pass a resolution to give effect to any recommendations received from the Ombudsman, within two ordinary meetings of the Board following receipt of these recommendations.

Criminal Matters – Appendix To The Code of Conduct

1. The matters within the Appendix to the Code are matters for which a criminal penalty attaches. These matters must be reported to the OPI. In addition, allegations of a breach of any of the offence provisions in the Local Government Act must also be reported to the OPI. (See the SRWRA's Fraud and Corruption Prevention Policy for further information on reporting requirements or the Directions and Guidelines issued by the Independent Commissioner Against Corruption).
2. In compliance with the Independent Commissioner against Corruption Act 2012, referral of such complaints to the OPI will remain confidential.

4. Further Information

Members of the public may inspect this policy on SRWRA's website www.srwra.com.au and at the principal office of the SRWRA at 282 Main South Road Morphett Vale.

On payment of a fee, a copy of this Policy may be obtained from the SRWRA, or otherwise may be downloaded free from the SRWRA's website.

5. Statement of Adoption and Review

This policy was adopted on 3 November 2014 and will be reviewed in conjunction with the review of SRWRA's Code of Conduct for Board Members.

The SRWRA may at any time alter this policy, or substitute a new policy.

6. Other Relevant Policies/Procedures

Code of Conduct for Board Members.

Copies of SRWRA's policies are available on its website www.srwra.com.au or by contacting SRWRA on 8326 7044 and /or info@srwra.com.au

Agenda Item:	Items of Business (Finance Reports 5.2.1)
Report Title:	Budget Review One – July to Sept 2014
Report Author:	Senior Finance Admin Officer
Report No:	54/14
Date:	3rd November 2014
Attachments:	(A) Unaudited Income & Expenditure Statements (B) Tonnage Projections & Volume Trends (C) Repairs & Maintenance Schedule (D) Capital Expenditure (E) Statutory Income & Expenditure Statement (F) Cash Balances (G) EFT Payments Register/Bpay payment History (H) Statutory Budget

EXECUTIVE SUMMARY

Local Government Financial Management (LGFM) Regulations 2011 Regulation 9 (Review of Budgets) requires that a regional subsidiary must prepare and consider a budget review report at least twice between 30th September and 31st May (both dates inclusive) in the relevant financial year.

Regulation 8 of the LGFM Regulations 2011 and Clause 4.4.5 of the SRWRA Charter requires that a copy of the budget/budget review must be provided to the Chief Executive Officer of the relevant Constituent Councils within five business days after its adoption.

The First budget review to 30th September indicates an increase in Operating Surplus funds from \$818k to \$1,590k. A significant portion of this increase is due to reduced amortisation as a result of improved compaction rate.

RECOMMENDATION

- 1. That the Budget Review One Report including explanatory notes and attachments be received.**
- 2. That the Budget Review Report incorporating recommended variations be adopted.**
- 3. That the Statutory Budget incorporating recommended variations be adopted.**
- 4. That the Board determines the minutes, reports and attachments (summaries only) relating to Report No. 54/14 will be available to the public.**
- 5. That the Board determines Report No. 54/14 will be the subject of an information report to Constituent Councils.**

REPORT

This report presents the first Budget Review for the period ending 30th September 2014. When the Budget is reviewed, a budget result is determined indicating either a surplus or a deficit.

Agenda Item: Items of Business (5.3.3)
Report Title: National Greenhouse and Energy Reporting (NGER)
Report Author: Executive Officer
Report No: 57/14
Date: 3rd November 2014

EXECUTIVE SUMMARY

The Executive Officer engaged Tonkin Consulting (Tonkin) to prepare the National Greenhouse and Energy Reporting (NGER) Method 1 Assessment for the 2013-2014 reporting year for SRWRA's Landfill Operation.

RECOMMENDATION

- 1. That the Report relating to the National Greenhouse and Energy Reporting (NGER) be received.**
- 2. That the Board determines the minutes, reports and attachments relating to Report No. 57/14 will be available to the public.**
- 3. That the Board determines Report No. 57/14 will be the subject of an information report to Constituent Councils.**

REPORT

Southern Region Waste Resource Authority (SRWRA) engaged Tonkin Consulting (Tonkin) to prepare the National Greenhouse and Energy Reporting (NGER) Method 1 Assessment for the 2013-2014 reporting year for SRWRA's Landfill Operation.

The assessment is to assist SRWRA with meeting its reporting obligations under the National Greenhouse and Energy Reporting Scheme (NGER Scheme) and Clean Energy Act, and assessing its liability under the Carbon Pricing Mechanism (CPM). The CPM commenced on 1 July 2012 under the Clean Energy Act 2011 which has been repealed as per 1 July 2014.

The report presents the assessment of the greenhouse gas emissions and energy production and consumption under the NGER Scheme for the 2013-2014 reporting period.

Based on the methodology, data and assumptions used for this assessment and as presented within this reporting, the estimated direct (Scope 1) total greenhouse gas emissions from solid waste disposed of at the site using the Method 1 methodology and the Solid Waste Emissions Calculator 2014 is **24,364 t CO_{2-e}** for the 2013-2014 reporting period.

The following table summarises the facility's emissions, energy production and energy consumption.

Emissions Estimations and Energy Production and Consumption Summary

Emissions Type	Emissions Source	Total Emissions (tonnes CO ₂ -e)	Energy	
			Production (GJ)	Consumption (GJ)
Scope 1	Waste	24,364*	214,910	-
	Fuel			
	Transport**	24	-	344
	Stationary**	546	-	7,855
	Oils & Greases	4	-	145
Scope 2	Electricity	15	-	88

* Emissions consist of 23,108 tonnes CO₂-e legacy emissions and 1,256 tonnes CO₂-e non-legacy emissions for this reporting year.

** Emissions are not part of covered Scope 1 emissions but included for SRWRA's information and future reference (see section 5.1).

The outcome of the assessment is that SRWRA's estimated total emissions for reporting year 2013-2014 are below the 25,000 tonnes of carbon dioxide equivalent (CO₂-e) reporting threshold for solid waste disposal on land.

Therefore SRWRA is not considered a liable entity and does not have any obligation to report its emissions to the Regulator this reporting year.

Discussion with the Regulator has indicated that there is no benefit in reporting and submitting the site emissions formally to the Regulator since they do not exceed the reporting threshold.

A full copy of the report received from Tonkin can be made available upon request to the SRWRA administration.

Agenda Item:	Items of Business (5.3.4)
Report Title:	Executive Officer's Information Report
Report Author:	Executive Officer
Report No:	58/14
Date:	3rd November 2014

EXECUTIVE SUMMARY

The Executive Officer has provided an update on matters concerning:

1. SRC and Office Update
2. Internal Financial Controls
3. Landfill Tractor/Slasher

RECOMMENDATION:

- 1. That the Executive Officer's information report be received.**
- 2. That the Board determines the minutes, reports and attachments relating to Report No. 58/14 will be made available to the public.**
- 3. That the Board determines Report No. 58/14 will be the subject of an information report to Constituent Councils.**

REPORT

1. SRC and Office Update

The engineering works for both the new administration building and the recycling facility are well under way with no reported issues. The development application will be re-submitted to City of Onkaparinga planning using a private certifier. Mazzone Construction produced a number of quotations for this work in line with the SRWRA procurement policy, awarding the certification work to Carlo Scinto & Associates.

The certifier will be presenting both projects as phase 1 & 2, with the administration building and car park area being submitted first.

The next phase of this project is to assess the potential options for the weighbridge upgrade. This information will be presented at a later date.

2. Internal Financial Controls

The action plan and improvement schedule provided in working with UHY Haines Norton to assess the SRWRA's core financial controls is now complete. The assessment was carried out earlier this year as per the LGA's Better Practice Model-Internal Financial Controls. This work will be assessed by our auditors Edwards Marshall in late November.

3. Landfill Tractor/Slasher

Due to the unpredicted growth and development of the grasses on the recently capped Northern Area and Cell 2, the Landfill Operation has invested in a mini tractor/slasher unit to manage the landscaping and fire risk from these areas. It was initially foreseen that this investment would not be required until the start of the 2015/16 financial period however due to a good level of rain over the winter and a warmer spring it was deemed necessary to purchase the equipment to minimise the fire risk due to long dry grasses.

A scope of works was presented to three independent suppliers with the work being awarded to Aldinga Mowers to a value of \$25k. Aldinga Mowers will be providing the SRWRA with a Massey Ferguson tractor unit and slasher which should be operational early November.

Agenda Item: **Items of Business (5.3.5)**

Report Title: General Information Report

Report Author: Senior Finance Admin Officer

Report No: **59/14**

Date: **3rd November 2014**

Attachments: (A) Tool Box Meeting Minutes – 23.10.14
 (B) Incoming Ewaste September 2014

EXECUTIVE SUMMARY

General Information is provided on:

- Tool Box Meeting Minutes – 23.10.14
- Incoming Ewaste September 2014

RECOMMENDATION

- 1. That the General Information Report be received.**
- 2. That the Board determines the minutes, reports and attachments relating to Report No. 59/14 will be available to the public.**
- 3. That the Board determines Report No. 59/14 will be the subject of an information report to Constituent Councils.**

REPORT

Tool Box Meeting Minutes

Tool Box Meeting Minutes – 23.10.14 (*Attachment A*)

Incoming Ewaste September 2014 (*Attachment B*)

Landfill TOOL BOX MEETING Minutes Thursday 23rd October, 2014

Chairperson: Lindsay Minchin
 Attendees: Paul Kruse, Paul Collins, Mark Carey, Matt Edwards, Steve George, Ian Hoffman
 Absent: John Fidge, Mark Hindmarsh, Fran Allan
 Minute Taker: Lindsay Minchin Workplace: Landfill Operation

1. Review Minutes of last Toolbox meeting

The minutes were reviewed and found to be correct.

2. Review of Action List from Last Meeting (Landfill Staff)

Agreed Action from <i>Last</i> Meeting:	Person Responsible for the Action:	Dated for Completion by:	Yes/No (only discuss tasks not completed)
1. Two new Tarps to be purchased this Financial Year for Tarpomatic	Lindsay Minchin	October	No
2.			

3. Work Health Safety

**Summary of Items discussed, suggestions and decisions made.
Actions noted on the Action list at the end of the minutes.**

3.1.	Training:	<ul style="list-style-type: none"> • <i>One System Procedures – Ian Hoffman</i> <ol style="list-style-type: none"> 1. <i>Hazard Management Procedure - accepted</i> 2. <i>Workplace Inspection Procedure - accepted</i> 3. <i>Incident Reporting & Investigation Procedure - accepted</i> 4. <i>Corrective & Preventative Action Procedure – accepted</i> • <i>EDL – Possible Fire Preventative Measure in place for EDL Power Plant. Discussed with staff – accepted</i>
3.2.	Policy Reviews	<ul style="list-style-type: none"> • <i>Nil</i>
3.3.	Procedure Reviews	<p><i>The following Safe Work Procedures were reviewed:</i></p> <ul style="list-style-type: none"> • <i>Nil</i>
3.4.	Site Work Health Safety Concerns	<ul style="list-style-type: none"> • <i>Mark Carey to check for records on previous Hepatitis B shots – booster may be required.</i>

4. Site Issues		Summary of Items discussed suggestions and decisions made. Actions noted on the Action list at the end of the minutes
4.1.	Projects	<ul style="list-style-type: none"> <i>Sideline – Eastern Batter of Cell 4 - Completed</i>
4.2.	Problems	<ul style="list-style-type: none"> <i>Complaints from local resident, Odour & Litter</i> <ol style="list-style-type: none"> <i>Rob Ryan instructed to pick up litter along Southern Boundary Fence</i> <i>Spirac Tanker Waste to be covered immediately on arrival at Face. Waste not to be Stockpiled</i>
4.3	Potentials (includes suggestions for improvement)	<ul style="list-style-type: none"> <i>Purchase of Tractor & Slasher for site maintenance</i>
4.4.	Planning Ahead	<ul style="list-style-type: none"> <i>Nil</i>

Action List resulting from this meeting (landfill staff)			
Agreed Action:		Person Responsible for the Action:	Dated for Completion by:
Incomplete Actions from previous meeting/s			
1.	Two new Tarps to be purchased this Financial Year for Tarpomatic	Lindsay Minchin	October
Actions agreed at this meeting			
1.	Mark Carey to check for records on previous Hepatitis B shots – booster may be required.	Lindsay Minchin	October
2.	Rob Ryan instructed to pick up litter along Southern Boundary Fence	Lindsay Minchin	October
3.	Spirac Tanker Waste to be covered immediately on arrival at Face. Waste not to be Stockpiled	Lindsay Minchin	October
4.	Purchase of Tractor & Slasher for site maintenance	Lindsay Minchin	October

Agenda Item:	Items of Business (5.3.6)
Report Title:	WHS and Injury Management Plan 2014
Report Author:	Executive Officer
Report No:	60/14
Date:	3rd November 2014
Attachments:	(A) WHS and Injury Management Plan 2014

EXECUTIVE SUMMARY

The WHS and Injury Management Plan reflects the momentum of continuous WHS improvement at SRWRA. The document forms a program in the WHS&IM Plan 2014 which is used at the SRWRA monthly administration meetings so that they can be measured, monitored and reported.

RECOMMENDATION

- 1. That the SRWRA WHS and IM plan monthly reviews be received.**
- 2. That the Board determines the minutes, reports and attachments relating to Report No. 60/14 will be available to the public.**
- 3. That the Board determines Report No. 60/14 will be the subject of an information report to Constituent Councils.**

REPORT

The WHS and Injury Management Plan reflects the momentum of continuous WHS improvement at SRWRA. The document forms a program in the WHS&IM Plan 2014 which is used at the SRWRA monthly administration meetings so that they can be measured, monitored and reported.

The WHS and Injury Management Plan will be presented at the SRWRA regular meetings as part of our required reporting measures.

SOUTHERN REGION WASTE RESOURCE AUTHORITY

WHS AND INJURY MANAGEMENT PLAN

1 JANUARY 2014 TO 31 DECEMBER 2014

In partnership with the Local Government Association Workers Compensation Scheme

.....Adopted

**Mark Hindmarsh
EXECUTIVE OFFICER**

...../...../.....

SRWRA Work Health Safety and Injury Management Plan - 2014

1. INTRODUCTION

SRWRA is a Regional Subsidiary established by the Cities of Onkaparinga (55%), Marion (30%) and Holdfast Bay (15%), pursuant to Section 43 of the Local Government Act 1999.

Under its Charter, SRWRA is responsible for providing and operating waste management services on behalf of its Constituent Councils and ensuring that a long term Waste Management Strategy is developed in Adelaide.

At a practical level, its core business activity is the management of its wholly owned SRWRA landfill operation located at McLaren Vale, South Australia.

A Constituent Council Stakeholder Perception Survey conducted in June/July 2008 produced the following key priorities:

- Provide long term waste management services
- Ensure no operational or capital imposts to Constituent Councils
- Provide environmental outcomes (e.g. increased resource recovery)
- Provide a commercial return to Constituent Councils

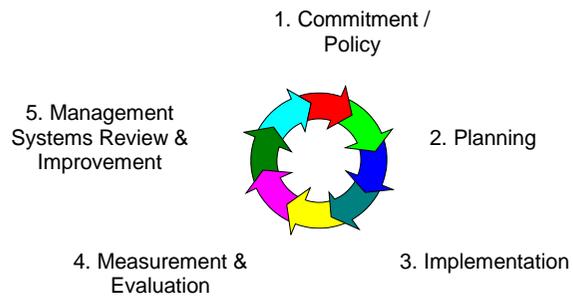
The survey also identified strong support for filling the landfill slowly with the Constituent Councils to have priority use and for SRWRA to own and operate the landfill site. Changing state government policies followed by preventing site contamination were considered to be the current highest risks.

The Board's purpose in commissioning the Perception Survey was to ascertain the expectations and the views of key decision-makers within SRWRA's core stakeholder group to enable the preparation of SRWRA's Strategic Plan. SRWRA adopted a draft Strategic Plan 2009-2014 in March 2009.

Progress, evidence and resources applied for this Plan will be detailed against each listed action.

The Plan will be monitored at each monthly Administration Team Meeting. Targets and performance indicators will be assessed in relation to the objectives of each program, and action items will be checked for completion by the scheduled completion date. Further action items will be added as required.

CONTINUOUS IMPROVEMENT OF PERFORMANCE STANDARDS FOR SELF INSURERS



- Continuous improvement continues to underpin SRWRA's approach to all its activities.
- The Strategic Plan allows SRWRA to measure its success and provide feedback needed to improve performance.
- Key output areas illustrate SRWRA's ongoing commitment to identifying WHS and Injury Management problems and finding solutions.

PERFORMANCE STANDARDS FOR SELF INSURERS

<u>No</u>	<u>Performance Standard</u>	<u>Aim</u>
1	Commitment and Policy	SRWRA defines its WHS, Rehabilitation and Claims Management policy and supporting procedures in consultation with employees and their representatives.
2	Planning	SRWRA plans to fulfil its policies, objectives and targets in consultation with employees and their representatives.
3	Implementation	SRWRA demonstrates the capabilities and support mechanisms that are necessary to achieve policy objectives and targets, in consultation with employees and their representatives.
4	Measurement & Evaluation	SRWRA measures, monitors and evaluates its performance in consultation with its employees and their representatives and takes corrective action when necessary.
5	Management Systems, Review & Improvement	SRWRA regularly reviews its WHS, Rehabilitation and Claims management systems, in consultation with its employees and their representatives, with the object of improving its overall performance.

Program 1 – Close-out Non Conformance from KPI Audit 2013 – PSSI Sub Element 2.1.1:

“The organisation must ensure legislative compliance is addressed as part of the system, where relevant.”

Background	<p>The KPI Audit (Section 1) conducted by the LGAWCS from 25-27 November 2013 identified non-conformances with this sub-element of the PSSI</p> <p>“Summary: There are a number of processes in place to address legislative compliance, and verifications at the landfill demonstrated attention to legislative compliance. However there are currently two system gaps in this PSSI sub-element: health and safety procedures are not yet updated for current legislation; and there is not a system for tracking legislatively mandated test and checks.</p> <p>2013 KPI Audit finding: Non-conformance”</p> <p>*** See Program 4 for the strategy to address legislatively mandated test and checks. ***</p>
Objective:	To implement a system to ensure that One System Policies and Procedures are updated to reflect current legislation
Target:	<ul style="list-style-type: none"> All One System Policies and Procedures are legislatively compliant by 30 September 2014
Performance Indicators:	<ul style="list-style-type: none"> All One System Policies and Procedures have been updated and are legislatively compliant by the scheduled date.
Champion / Sponsor:	Executive Officer

	ACTION <i>(Actions to achieve objective).</i>	Responsibility	Scheduled Completion	PROGRESS, EVIDENCE AND RESOURCES APPLIED	Date Completed
	<p>*** Managed via the SRWRA – 2013 KPI Action Plan and Report ***</p>				

Program 2 – Close-out Non Conformance from KPI Audit 2013 – PSSI Sub Element 3.8.1:

“The organisation must ensure a hazard management process that includes identification, evaluation and control is in place.”

Background	<p>The KPI Audit (Section 1) conducted by the LGAWCS from 25-27 November 2013 identified non-conformances with this sub-element of the PSSI</p> <p>“Summary: PSSI 3.8.1 is the most challenging of the performance standards to achieve compliance with, so it is commendable that SRWRA has in place the key frameworks for identifying, evaluating and controlling workplace hazards.</p> <p>There is however a compliance gap in that formal risk assessments have not been undertaken for most of the hazard register listings. Completion of the risk assessments could include a review of the hazards listed, as a hazard register should be an active document that is reviewed and updated as workplace tasks, environments and information change.</p> <p>In addition: SWPs for plant should be based on risk assessments, which should include assessment of the plant in use; and there is opportunity for improvement of the corrective actions spreadsheet, ensuring that its entries for corrective actions meets the procedural requirements.</p> <p>Auditor finding: Non-conformance”</p>
Objective:	To complete formal risk assessments for all significant tasks and items of plant and ensure that the hazard register is updated accordingly.
Target:	<ul style="list-style-type: none"> Formal risk assessments are completed for tasks and plant by September 2014.
Performance Indicators:	<ul style="list-style-type: none"> Risk assessments are completed by the target date. Risk levels and corrective actions are recoded in the Corrective Actions Register.
Champion / Sponsor:	Executive Officer

	ACTION <i>(Actions to achieve objective).</i>	Responsibility	Scheduled Completion	PROGRESS, EVIDENCE AND RESOURCES APPLIED	Date Completed
	<p>*** Managed via the SRWRA – 2013 KPI Action Plan and Report ***</p>				

Program 3 – Close-out Non Conformance from KPI Audit 2013 – PSSI Sub Element 4.1.1:

“The organisation must ensure planned objectives, targets, and performance indicators for key elements of program(s) are maintained and monitored.”

Background	<p>The KPI Audit (Section 1) conducted by the LGAWCS from 25-27 November 2013 identified non-conformances with this sub-element of the PSSI</p> <p>“Summary: SRWRA does have in place mechanisms for reporting on and monitoring completion of activities within the monthly action plans. However this PSSI element is focusing on how achievement of objectives and targets for pro-active bodies of work (‘programs’) is monitored and reviewed. It is suggested that how this is done be addressed when the 2014 WHS Plan is developed. The Plan development should be based on the requirements of the OS WHS Planning and Program Development Procedure (which in 4.5.1 states the management team will conduct an annual review against program objectives, targets and performance indicators).</p> <p>2013 KPI Audit finding: Non-conformance”</p>
Objective:	To identify the actions and timeframes required to close out the identified non-conformance, and to complete the actions within the timeframes to a level of compliance as assessed by the LGAWCS.
Target:	<ul style="list-style-type: none"> • Non-conformance is closed out by 30 September 2014
Performance Indicators:	<ul style="list-style-type: none"> • Strategy and schedule of actions is agreed by the LGAWCS. • Strategy and schedule of actions is approved by the Board and appropriate resources allocated. • Non-conformance is closed out and assessed by the LGAWCS by 30 September 2014
Champion / Sponsor:	Executive Officer

	ACTION <i>(Actions to achieve objective).</i>	Responsibility	Scheduled Completion	PROGRESS, EVIDENCE AND RESOURCES APPLIED	Date Completed
	*** Managed via the “SRWRA – 2013 KPI Action Plan and Report ***.				

Program 4 – Design, implement and monitor a Process to manage Programmable Events to ensure PSSI and Legislative Compliance

Background	Programmable events, such as workplace inspections, licence/ticket renewals, tag testing, and other events have previously been managed by SRWRA via a monthly timetable which has contained some elements of complexity and duplication. The SRWRA WHS system would benefit from an interactive tool which flags programmable events in a simple and user-friendly format which could be employed by a range of staff with WHS and training responsibilities.
Objective:	To implement a process to schedule, manage and report the completion of programmable events for each 12 month period
Target:	<ul style="list-style-type: none"> A programmable events tool is developed by March 2014 All programmable events for 2014 are scheduled by March 2014 Process is reviewed and monitored and reviewed monthly. All programmable events for 2015 are scheduled by November 2014
Performance Indicators:	<ul style="list-style-type: none"> Programmable events are scheduled, actioned and closed out by the scheduled dates Process is reviewed, evaluated and enhanced as required on a monthly basis.
Champion / Sponsor:	Executive Officer

	ACTION <i>(Actions to achieve objective).</i>	Responsibility	Scheduled Completion	PROGRESS, EVIDENCE AND RESOURCES APPLIED	Date Completed
1.	Programmable events tools are evaluated and most appropriate format chosen.	Executive Officer	March 2014	<ul style="list-style-type: none"> Customised spreadsheet created (Action Items Schedule) 	28.02.14
2.	Relevant personnel are trained in the purpose and use of the tool.	Executive Officer	March 2014	<ul style="list-style-type: none"> Action Items Schedule discussed at Admin Team meeting and all relevant staff are competent in its use. (Minuted) 	12.03.14
3.	All programmable events for 2014 are scheduled.	Landfill Manager	March 2014	<ul style="list-style-type: none"> Action Items Schedule populated with programmable events. Action Items Schedule reviewed at Admin Team Meeting (Minuted) 	12.03.14
4.	Completion of programmable events is undertaken as per schedule	Landfill Manager	As per Action Items Schedule	<ul style="list-style-type: none"> Action Items Schedule is reviewed at monthly Admin Team Meeting (Minuted) 	Ongoing
5.	Completion of programmable events is monitored.	Executive Officer	Monthly	<ul style="list-style-type: none"> Reviewed Monthly 	Ongoing

Program 5 – Implement ChemAlert system to Manage Hazardous Substances

Background	The LGAWCS has provided a ChemAlert licence to SRWRA to facilitate the management of hazardous substances. Access to the online ChemAlert system has been provided, and basic training conducted to members. SRWRA personnel were unable to attend this training due to prior commitments.				
Objective:	To enhance hazardous substance safety management at SRWRA by fully utilising the ChemAlert database.				
Target:	<ul style="list-style-type: none"> Relevant personnel will receive appropriate training in the application of the ChemAlert database by April 2014 All hazardous substances in use at SWRWRA will be uploaded to the database by May 2014 The database will be fully utilised to manage hazardous substances at SRWRA by September 2014 				
Performance Indicators:	<ul style="list-style-type: none"> All actions are completed by the scheduled completion dates 				
Champion / Sponsor:	Executive Officer				
	ACTION <i>(Actions to achieve objective).</i>	Responsibility	Scheduled Completion	PROGRESS, EVIDENCE AND RESOURCES APPLIED	Date Completed
1.	Relevant Staff are selected and internal training scheduled	Executive Officer	March 2014	<ul style="list-style-type: none"> Staff selected for training (IH/12.03.14) Training scheduled for 31.03.13 	12.03.14
2	ChemAlert training is completed and competency assessed.	Executive Officer	April 2014	<ul style="list-style-type: none"> Landfill Manager and Administration Officer attended training conducted by WHS Consultant 31.03.14 	31.03.14
3	All hazardous substances in use are recorded in the ChemAlert database	Executive Officer	April 2014	<ul style="list-style-type: none"> All hazardous substances have been identified and are recorded in the Chemalert database. MSDS also printed and indexed and retained in hard copy form. 	14.04.14
4	Audit is undertaken to measure compliance	Executive Officer	December 2014		

6. OTHER BUSINESS

7. NEXT MEETING
1st December 2014

8. CLOSURE