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19 March 2015

Cl. Michael Kent  
Mayor  
Glamorgan/Spring Bay Council  
PO Box 6  
Triabunna TAS 7190

Dear Mayor

**Southern Waste Strategy Authority (SWSA)**

As you may be aware, in the coming weeks your council will be asked to make a decision on the future on SWSA.

I understand SWSA will be writing to each council identifying three options for the future of a regional waste group in southern Tasmania. One of these options is for the roles and responsibilities of a regional waste group to be transferred to the STCA.

The STCA Board has developed a comprehensive Governance Paper and a set of Draft Terms of Reference identifying how the functions of a SWSA could be carried out within the STCA. I have included copies of the Governance Paper and the Draft Terms of Reference as part of this correspondence.

There are a number of benefits that would flow to member councils through the proposal to have the roles and functions of SWSA conducted by the STCA. Firstly, through the rationalisation of SWSA into the STCA, it is anticipated that there would be cost savings to member councils, for instance the consolidation of offices, removal of the duplication of accounting and HR services, a reduction in executive staff as well as other cost reductions through this rationalisation.

Bringing SWSA into the STCA would also place waste management and minimisation issues at the fore of key decision makers. The STCA meets regularly with a range of State and Federal politicians as well as key departmental staff and stakeholders.

There already exist great synergies between the two organisations, with both having the same membership area of local government municipalities to represent. These synergies also extend to the principal objective of the STCA which is *to enable members to work together to facilitate and coordinate agreed regional development strategies and actions to achieve sustainable economic, environmental and social outcomes for the southern region.*

This principal objective highlights STCA's commitment to working across the region to deliver better environmental outcomes for southern Tasmania and how the roles and functions of SWSA could seamlessly fit within the STCA.

This proposal includes the establishment of the Waste Management Strategy Group as a Committee of STCA to fulfill the roles and responsibilities of SWSA.

The STCA Board recognised that there are Councillors and Alderman from across the region with a strong interest and knowledge of waste management issues. That is why the Waste Management Strategy Group would seek Alderman and Councillor representatives from member councils allowing for their continued involvement in the regional waste management group.

The Waste Management Strategy Group would be able to develop a comprehensive program of activities and access funding for these activities through the STCA. It is expected that the new Waste Management Strategy Group would in the first instance conduct an audit of the current activities of SWSA and identify the key projects that should be undertaken. The audit could also include waste management projects being undertaken in other parts of Tasmania and the mainland to ensure Southern Tasmania is at the forefront of waste mitigation activities.

A strong regional waste group in Southern Tasmania is vitally important to deal with the ever increasing issue of waste management. The Board believes that the transfer of operations of SWSA into the STCA offers the best option for this to continue to occur.

If your council has any questions or concerns regarding this issue please don't hesitate to get in touch with the STCA CEO Brenton West.

Kind regards



Alderman Sue Hickey

**Chair**

**Southern Tasmanian Councils Authority (STCA)**

## **Regional Waste Group Governance Paper**

### **SWSA Background**

SWSA was formed in 2001 for a range of reasons and at the time there were no corresponding regional waste groups established in the north or the north west. However, by 2006 after a number of reports, a letter co-signed by the Director of the Environment and the CEO of LGAT was issued to all regional authorities and councils inviting them to look at the formation of joint authorities to tackle the issue of regional waste management.

It was intended that these groups would develop a regional waste strategy to address both statewide and regional waste management objectives, adopt a transparent funding formula by which member councils contribute and funds are used for regional waste management initiatives and a process for measuring and regularly reporting progress towards achieving regional waste management objectives.

SWSA undertakes a range of activities to help meet these objectives, an examination of a recent quarterly and annual reports better highlights some of the key activities of the Authority.

- Engaging in school visits as part of the education program as well as hosting classes at the Mount Nelson Sustainability Centre
- Donating to schools mobile garbage bins from the SWSA stock for the purpose of the development of worm farms
- Assisting in the organisation of the National Australian Education Sustainability Conference to be held in Hobart in November 2014
- Meeting regularly with the officers from the other regional waste groups as part of the statewide coordination
- Involved in the development and launch of the new statewide rethink waste website
- Operate the E-Waste collection system
- Run media advertising campaigns
- Helped fund and participate in the Garage Sail Trail Day
- Looking into the State Waste Levy and the Container Deposit Scheme

### **Governance of a Regional Waste Group within the STCA**

The governance arrangements of a regional waste group within the STCA are a major issue that need to be addressed. Whilst, the STCA Board is made up of Mayors from across southern Tasmania, there are a number of elected representatives who have been serving on the SWSA Board and possess passion and expertise in the area of waste management. It would be beneficial for the regional waste body to have the best possible elected representatives and utilise those who have a passion and knowledge in this area.

It is therefore proposed that a Waste Management Strategy Group be established as a committee of the STCA. As the Waste Management

Strategy Group would sit inside the STCA, the Group would be chaired by a Mayor from the STCA Board. The STCA Waste Management Strategy Group would comprise a representative from each of the three-landfill site authorities, Hobart City Council, Glenorchy City Council and Copping with other councils being invited to also provide a representative. This representative could be any Alderman/Councillor from the council and would not have to be a Mayor. Each council could also appoint an officer to attend the Waste Management Strategy Group meetings with the elected representative and to work with the STCA CEO on waste management issues.

### **Purpose and Functions**

The current purpose of SWSA is to facilitate integrated regional strategic planning in southern Tasmania, and to implement the Southern Waste Management Strategy.

The functions of SWSA are to provide the most cost effective management and facilitation of:

- municipal waste minimisation programs
- waste stream control and performance monitoring
- establishment of a non-municipal waste minimisation program
- monitoring of residual waste treatment technologies
- infrastructure developments
- landfill development strategy
- education and marketing programs
- represent the southern councils' views in the implementation of waste management processes at both a state and local level

The first task of the Waste Management Strategy Group would be to review its purpose and functions and make recommendations to the STCA Board. However, it is anticipated that they would be fairly similar, with the review allowing for the group to ensure that the purpose and functions are contemporary and match the needs of member councils. It would also be essential that the Waste Management Strategy Group conduct an audit of the activities of SWSA to determine the most appropriate functions for the new regional waste group.

### **The SWSA Legal Entity**

It was noted that once the transfer of roles and responsibilities of a regional waste group to the STCA had occurred, a decision on the future of the SWSA legal entity would be a decision for participating member councils.

### **Administrative Support**

Currently, SWSA is supported by a part-time Chief Executive Officer and a full-time Project Officer. The issues relating to employees of SWSA are a matter that would need to be dealt with by the SWSA Board. However, the STCA CEO, is a full-time employee and has the scope to undertake the increased workload, to support the Waste Management Strategy Group. With the roles and responsibilities of a regional waste group coming into the STCA

the need to produce separate quarterly and annual reports would no longer apply. The achievements and activities of the Waste Management Strategy Group would be contained within the STCA reports, much in the same way that occurs at the Cradle Coast Authority.

### **Regional Waste Group Funding**

An issue with SWSA has always been how to establish an equitable funding model, particularly in southern Tasmania, which is a region that has a number of different landfills owned by different entities or groups of entities. This is an issue that doesn't occur in the north and north west of the state, it also allows those regions to raise more funds to dedicate to their regional waste group. For instance, in the 2013/14 financial year the Northern Waste Group had income of \$535,000 derived from a higher regional waste levy.

The Waste Management Strategy Group would be funded through the STCA. As part of the annual STCA budget process the Waste Management Strategy Group would highlight projects it required funding support for and these would be incorporated into the annual STCA budget approved by the Board. It could be expected that councils' would gain some financial savings through the consolidation of the two organisations or allow greater funding for waste minimisation activities. It should also be noted that if the transfer of SWSA funds was authorised by member councils, this could be used as seed funding for the Waste Management Strategy Group.

### **Project Staffing**

SWSA's project work is currently supported by the employment of a full-time project officer. It is anticipated that the new Waste Management Strategy Group would undertake a sufficient program of work that would require the support of a project officer.

## **Draft Terms of Reference – Waste Management Strategy Group**

### **Overview**

The Waste Management Strategy Group is a committee of the STCA Board, responsible to the Board.

The Waste Management Strategy Group is an advisory committee to the STCA Board.

The Waste Management Strategy Group is established to facilitate strategic planning for waste management in southern Tasmania, and to implement the Southern Waste Management Strategy, the functions shall include:

- municipal waste minimisation programs
- waste stream control and performance monitoring
- establishment of a non-municipal waste minimisation program
- monitoring of residual waste treatment technologies
- infrastructure developments
- landfill development strategy
- education and marketing programs
- represent the southern councils' views in the implementation of waste management processes at both a state and local level

### **Membership**

The Chairman of the Committee shall be appointed by the STCA Board, once every two years. The remaining members of the committee shall be appointed by the Board based upon the nominations received from member councils.

The membership of the Waste Management Strategy Group should reflect the diversity of the member councils of the STCA Board and be constituted as follows:

- Chair (Board member of the STCA)
- A representative from each of the three landfill operators across southern Tasmania, Hobart City Council, Glenorchy City Council and Copping Refuse Disposal Site Joint Authority, and;
- Remaining member councils be invited to provide a nominee each

### **Secretarial support**

The STCA will provide secretariat support to the Waste Management Strategy Group.

### **Quorum**

The quorum necessary for the transaction of business shall be [7] members. A duly convened meeting of the committee at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions vested in or exercisable by the committee.

### **Frequency of meetings**

The Waste Management Strategy Group shall meet at least 5 times a year at appropriate times in the reporting, planning and budget cycle.

### **Notice of meetings**

Meetings of the Waste Management Strategy Group shall be called by the secretary

Unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda of items to be discussed, shall be forwarded to each member of the committee and any other person invited to attend no later than [5] working days before the date of the meeting. Supporting papers shall be sent to committee members and to other attendees with the Notice of Meeting or on another day before the day of meeting, as appropriate.

### **Minutes**

The secretary shall minute the proceedings and resolutions of all meetings of the Waste Management Strategy Group.

The Chair shall ascertain, at the beginning of each meeting, the existence of any conflicts of interest and have them minuted accordingly.

Minutes of committee meetings shall be circulated promptly to all members of the committee and, tabled at the next STCA Board Meeting , unless a conflict of interest exists.

### **Conflict of Interest**

If a member of the committee has declared a conflict of interest it is the responsibility of the Chair to ensure that appropriate actions are taken to ensure that the conflict of interest does not bring into question the propriety of decisions made by the committee.

### **Duties**

The committee shall provide the most cost effective management and facilitation of:

- municipal waste minimisation programs
- waste stream control and performance monitoring
- establishment of a non-municipal waste minimisation program
- monitoring of residual waste treatment technologies
- infrastructure developments
- landfill development strategy
- education and marketing programs
- represent the southern councils' views in the implementation of waste management processes at both a state and local level

**Reporting responsibilities**

Following each meeting of the Committee, the Chairman shall report formally to the STCA Board on the proceedings of the Committee at the next available opportunity.

The Committee may make whatever recommendation to the STCA Board it deems appropriate on any matter within its remit where action or improvement is needed.

**Public comment**

While the Chair of the Southern Tasmanian Councils Authority (STCA) remains the spokesperson for the Authority, the Chair may delegate that responsibility to the Chair of the Waste Management Strategy Group for matters related to the duties of the Waste Management Strategy Group.