

NON-EXECUTIVE BOARD CHAIR – RECRUITMENT PACK

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NON-EXECUTIVE BOARD CHAIR

Copping Refuse Disposal Site Joint Authority (trading as Southern Waste Solutions)

The Authority operates the Copping Refuse Disposal Site in southern Tasmania and the Lutana Waste Transfer Station in Hobart. The Copping facility includes Tasmania's first C-Cell disposal site, alongside its B-Cell facilities.

Southern Waste Solutions (SWS) also supports the operation of other waste transfer stations in Tasmania as well as managing transport of waste from several locations to the Copping facility. Further information is available at www.swstas.com.au.

The Board of SWS reports to the Authority and typically comprises the Chair and three other directors. Due to impending retirements, the Authority is seeking a new Chair with a range of skills and expertise to meet current and future challenges.

Essential skills and experience required for the role include experience as a Board Chair in a fast-changing commercial environment, contemporary corporate governance knowledge, strategic leadership and innovative thinking, as well as qualifications in or substantial knowledge of waste management, engineering or environmental science/management.

Women and candidates from other diverse backgrounds who meet the required criteria are encouraged to apply.

A recruitment pack, including the role description and selection criteria, is available from the Authority's website: www.swstas.com.au/board--structure.

Applications must be emailed to secretary@swstas.com.au by 9.00am on Monday 21 September 2020.

Applications that do not address the selection criteria will not be considered.



Role Description: Non-Executive Board Chair

About the Copping Refuse Disposal Site Joint Authority

Copping Refuse Disposal Site Joint Authority (the Authority) is jointly owned by four southern councils, namely Clarence City, Sorell, Tasman and Kingborough. The Authority was established in 2001 as a commercial enterprise under section 30 of the *Local Government Act 1993* (Tas).

The Authority trades as Southern Waste Solutions. The trading operation includes the Lutana Waste Transfer Station and the Copping Landfill. Waste management solutions and services are provided to communities in more than seven municipalities around Tasmania.

In response to industry needs, Southern Waste Solutions established the State's first Category C-Cell waste disposal site at Copping, alongside the B-cells already there. The Copping C-Cell, built to best practice, provides highly secure disposal of Level 3 waste. It operates under a permit from Tasmania's Environment Protection Authority and formally commenced operations in November 2018.

The Authority and two of its Participating Councils are also joint owners of the C-Cell Unit Trust. The Trust is managed by the Board of C-Cell Pty Ltd. The unitholders appoint directors to the Board of C-Cell Pty Ltd. Currently, the Board Chair and two directors of Southern Waste Solution are also Board members of C-Cell Pty Ltd, together with an external director. The Authority is presently reviewing the structure of the C-Cell Pty Ltd Board so it is uncertain whether SWS directors will be appointed to the C-Cell Board in future.

The current focus of Southern Waste Solutions includes medical waste treatment; compaction, transport and disposal of domestic, commercial, industrial and contaminated waste; innovative leachate management systems, and limited resource recovery.

Future opportunities and challenges facing the Authority include those arising from the State Government's proposed waste management plan and the introduction of a waste disposal levy; establishment of a container deposit scheme; increasing community expectations of councils to sustainably manage waste, recycling and composting; raising public awareness of the Authority's role in responsible and innovative waste management practices, and assisting to extend the Authority's focus to encompass broader waste management roles, particularly involving technology.

Under its Rules (constitution), the principal objectives of the Authority include:

- managing and operating the (Copping) site for the purposes of waste treatment, landfill disposal, resource recovery and/or energy generation in a manner that conforms to its Environmental Approvals and to manage the balance area;

- successfully managing the operation of the site and balance area, which may be through or with a third party, by:
 - operating efficiently in accordance with sound commercial practice;
 - maximising the net worth of the Authority's assets; and
 - operating and managing both to maximise benefits to the Authority's members,
- performing other functions, services and facilities necessary to achieve these objectives.

About the Southern Waste Solutions Board

The Authority appoints an independent, skills-based Board responsible for the strategic and financial management and oversight of the trading operation. The Board comprises the Board Chair and between two and four additional directors.

Under the Rules, the Board's functions include:

- ensuring the business and affairs of the Authority and other functions and powers delegated to the Board are conducted in a manner that is commercially sound, is consistent with the Authority's strategic and business plans and principal objectives, and in accordance with its approvals, permits, licences and governing legislation;
- providing advice, information and assistance to the Authority on its functions and powers as needed;
- having regard to the economic and social wellbeing of its customers, employees and the community generally;
- following environmentally sound principles in its development and resource management activities;
- preparing the Strategic Plan and Business Plans for the Authority;
- reporting to the Authority;
- employing the CEO;
- managing the resources of the Authority;
- ensuring appropriate policy frameworks are in place;
- briefing member councils on the performance of the Board's functions from time to time.

Role of the Board Chair

Collectively, the Board is responsible for promoting the success of Southern Waste Solutions by directing and monitoring its business.

As a director, the Chair holds the same formal role and responsibilities as all other directors. However, the Chair is also expected to ensure that the Board fulfils its role as outlined in the Authority's Rules and ss29-39E of the *Local Government Act 1993* (Tas). Accordingly, the Chair is expected to:

- lead the conduct of the Board to ensure it meet its duties and responsibilities and achieves the Authority's agreed strategies and plans;
- facilitate the effective contribution of all directors;
- develop (or enhance) a culture of respect and inclusion that promotes constructive and respectful interactions between directors, and between directors and the CEO;

- represent the Board in its accountability to the Authority;
- represent the views of the Board to the Authority, participating councils, and CEO on policy and strategic matters;
- when appropriate, represent the Board and or Authority individually or in conjunction with the CEO, to key stakeholders including Government (at Ministerial or senior executive level), Local Government and the EPA;
- maintain regular communication with and mentoring to the CEO and provide continuity to the CEO between board meetings;
- work with the CEO and Board Secretary to ensure the Board's information needs are met and contribute effectively to the Board's decision making;
- ensure the Board fulfils its governance obligations;
- diligently perform any other requirements as delegated by the Authority or the Board.

As a director, the Chair is also expected to:

- act honestly;
- exercise a degree of care and diligence that a reasonable person in a like position would exercise in the circumstances;
- not make improper use, in Tasmanian or elsewhere, of information acquired because of his or her office on the Authority to gain, directly or indirectly, an advantage for himself or herself or another person, or to cause damage to the Authority or any other person, directly or indirectly, a disadvantage;
- avoid conflict of interest; and
- prevent insolvent trading.

Directors, including the Board Chair, are appointed for terms of up to three years, with a maximum of nine consecutive years. Terms are arranged so that Board refreshment occurs each year.

Commencement date

The formal date of appointment for the Board Chair will be mid-March 2021, although induction and transition arrangements will commence before then.

Remuneration

Directors of Southern Waste Solutions are remunerated as determined by the Authority. Remuneration for Southern Waste Solutions' Board Chair is within a range around \$30,000 p.a. plus superannuation contributions.

Meetings

The Board meets in Hobart, usually on the last Wednesday of the month. All directors are members of the Board's Audit & Risk Committee which meets quarterly. Directors may also be required to be members of other Board committees that are convened from time to time.

The Board Chair attends quarterly meetings of the Authority by standing invitation.

In addition, the Board usually holds a strategic planning workshop in February each year. Members of the Authority are invited to participate in the workshop.

Selection criteria

The Authority's Rules specify that, collectively, the Board must include expertise and/or experience in financial and business management; civil, mechanical or related engineering disciplines; waste management; transport; and environmental management.

To complement the existing skills on the Board, the Authority is seeking an independent Chair who meets the following criteria.

- **Selection Criteria**

Applicants for the role of Board Chair must be able to demonstrate sound capability in:

- experience as a Board Chair in a fast-changing, commercial environment;
- contemporary corporate governance knowledge and an appreciation of the separation of roles between owners, Board and management;
- strategic leadership and innovative thinking;
- strong commercial experience at a Board or senior executive level, preferably in an industrial environment;
- excellent interpersonal and communication skills, including influencing skills and the ability to publicly represent Southern Waste Solutions if required;
- an understanding of the special features of operating with local government ownership;
- environmental science and/or management;
- waste management;
- engineering, preferably civil or mechanical;
- risk and compliance management;

- **Personal attributes**

The Authority is seeking applicants with the following personal attributes:

- legal capacity to be a company director under the *Corporations Act 2001* (Cth);
- a reputation for strong personal and professional integrity;
- independent judgement and sound decision making;
- a focus on outcomes and the ability to achieve results within a given timeframe;
- capacity to devote energy and time to the role; and
- relevant, high-level industry and business networks.

Further information

Information packs are available from the Authority's website at www.swstas.com.au/board--structure.

Further information about Southern Waste Solutions and its operations is available at www.swstas.com.au.

Applications

Applications are invited from candidates who can demonstrably meet the selection criteria. The Authority welcomes applications from women and other diverse candidates to strengthen its collective Board capability.

Written applications **addressing the Selection Criteria and including a resume** must be emailed to secretary@swstas.com.au. Applications must be received **by 9.00am on Monday 21 September 2020**.

Note: Applications that do not address the selection criteria will not be considered.



**Southern
Waste
Solutions**

Our Operations



SWSTAS.COM.AU



Who are we?

Southern Waste Solutions is a waste management authority established under section 30 of the Local Government Act 1993 and is jointly owned by Clarence City, Sorell, Tasman and Kingborough Councils.

Southern Waste Solutions was established in 2001 and provides waste management solutions to Tasmanians in the Break O’Day, Brighton, Clarence City, Glamorgan Spring Bay, Glenorchy City, Hobart City, Huon Valley, Kingborough, Sorell, Southern Midlands and Tasman Council areas.

Under Section 20 of the Local Government Act 1993 councils are required to look after the health of their communities through the responsible management of waste. Southern Waste Solutions’ owner councils have delegated some of these responsibilities to the organisation.

The role of Southern Waste Solutions includes the operation and management of the Lutana Waste Transfer Station, the Copping Landfill and the Copping C-cell. An independent Board oversees the direction and financial management of the business and a small team of ten manages the two sites. Downer EDI Works operates the Category B landfill under contract to Southern Waste Solutions.

What do we do?

Southern Waste Solutions accepts and manages waste at both the Lutana Waste Transfer Station and Copping Landfill sites. Waste received at the Lutana Waste Transfer Station is deposited on a walking floor and fed into one of two compactors that compact the waste ready for transport to Copping in leakproof semi-trailers. Compacting the waste ensures maximum legal payloads, which minimises the number of trips and reduces Southern Waste Solutions’ carbon footprint.

Southern Waste Solutions accepts clean fill, non-contaminated building rubble and perishable waste (Categories A & B) at both sites. Low level contaminated waste (Category B) and contaminated waste (Category C) may be accepted at Copping subject to approval from the Environment Protection Authority (EPA). The Copping Landfill also accepts properly wrapped asbestos, as do most other Tasmanian landfills.

The Lutana Waste Transfer Station is authorised to receive and treat clinical waste from around the state. This waste is treated on site to render it safe. It is then transported to the Copping Landfill for disposal. Clinical waste is strictly defined and includes bandages, disposable medical instruments, bed linen and sharps.





Categories of landfills

Category A landfills can accept solid uncontaminated material and fill material, which can include wood, bricks, concrete, rocks and fencing.

Category B landfills can accept the same waste as Category A landfills as well as perishable waste. They can also accept low-level contaminated soil subject to approval by the EPA. Perishable waste includes household domestic garbage, waste from businesses and waste from local council litter bins or street sweeping.

Category C landfills can accept the same waste as Category B landfills as well as controlled Category C waste, subject to EPA approval. Controlled wastes that may be accepted by the Copping C-cell include contaminated soils and timber. Controlled waste such as radioactive materials, paints, solvents and pesticides are not accepted.



Copping C-cell explained

Following requests from industry, and with support from the State Government, Southern Waste Solutions set about establishing the state's first Category C-cell waste disposal site in 2012.

Tasmania has many industries that produce controlled waste as a by-product of their business, including agriculture, aquaculture, mining and manufacturing. Much of this waste is temporarily stored at worksites, including built up areas and on the shorelines of various bodies of water, risking contamination of waterways and the urban environment.

A cell is simply another word for a securely lined landfill, or a site that is used to safely bury waste as part of the process of waste management. The Copping C-cell is a highly secure type of landfill that has been built to best practice and accepts Category C waste. It has been constructed adjacent to the existing B-cells at the Copping site, which house Category A and Category B waste. The C-cell is a carefully engineered and built structure located in solid, impermeable dolerite rock and lined with multiple layers of clay and impermeable man-made membranes. The Copping C-cell is a safe distance away from any watercourse, being approximately 2.5km away from the nearest river. All of its buffer zones are well in excess of EPA recommendations.

The purpose of the C-cell is to provide a sustainable and secure method of waste management in Tasmania by isolating waste from the surrounding environment (surface water and groundwater) in a structure that has been approved by the EPA. It undergoes regular monitoring and testing to ensure it meets all regulations and this monitoring and testing will continue indefinitely after the cell is closed and capped. A trust fund fully financed by gate fees will pay for post closure expenditure. The location of different kinds of waste is mapped inside the cell with the goal of recycling or reusing it in the future, should the opportunity present itself.

The Copping C-cell is the first of its kind in Tasmania and is expected to provide the state with a secure waste management solution well into the future.



Get involved

Southern Waste Solutions acknowledges the value of community engagement and welcomes the opportunity to foster understanding and cooperation between Southern Waste Solutions and the local community. Southern Waste Solutions offers personalised tours of the Copping Landfill site for those interested in gaining a deeper understanding of its operations. Alternatively, virtual tours can be taken by downloading the PDF on our website at www.swstas.com.au.

Southern Waste Solutions is passionate about educating young people about responsible environmental waste management and is working with an experienced educationist to develop a schools program.



Environmental Responsibility

Southern Waste Solutions is more than just a waste management company. We are a passionate advocate of environmental sustainability and maintaining Tasmania's clean and green image.

From a trailblazing corporate partnership with Landcare Tasmania, to award winning practices, renewable energy generation and active on-site leachate treatment, Southern Waste Solutions has cemented its reputation as an environmentally responsible waste manager with a focus on sustainability and carbon footprint reduction.

2019 EPA Sustainability Award Finalist

As a finalist in the 2019 Environment Protection Authority (EPA) Sustainability Awards, Southern Waste Solutions demonstrated its passion and commitment for sustainability and to reducing environmental impacts through waste minimisation and resource efficiency.

Since November 2018, Southern Waste Solutions has safely and securely accepted and stored over 4,000 tonnes of C-cell material. This material would previously have been shipped interstate to less secure facilities or stored in suboptimal conditions.

Designed with the capacity to accept material state-wide and from Antarctica, the facility has helped reduce pollution and carbon emissions, and helped to improve the health of current and future generations of Tasmanians.

Renewable energy production

Renewable energy to power Tasmanian homes is now being produced onsite through a methane combusting energy initiative at the Copping Landfill.

Operated by LMS Energy, the Copping Renewable Energy Facility is expected to generate more than 8,500 megawatt hours of reliable, renewable, base-load electricity each year.

The move to renewable energy generation sees Southern Waste Solutions contribute to Tasmania's growing clean and green energy reputation, and due to the outstanding success of this venture, LMS Energy is now planning the installation of a second generator at the Copping Landfill.

Wetlands treatment system

In addition to passive evaporation techniques already employed, a pilot wetlands treatment system has been constructed and leachate is now actively treated onsite at the Copping Landfill, in line with world's best environmental practice standards.

Following assessment by the Environment Protection Authority (EPA) and months of open community consultation, a series of interconnected ponds have been constructed at the facility. The ponds are lined with impermeable manmade liners and planted with endemic species.

The ecologically sensitive system, designed and implemented by Syrinx Environmental, utilises natural wetland vegetation processes to treat wastewater from the Copping B-cell without the need for external energy or chemicals.

Once proven effective, the pilot system will be expanded to a full-scale operation where, after rigorous testing, treated wastewater will be reintegrated back into the surrounding ecosystem.



Lutana Waste Transfer Station 129 Derwent Park Road, Lutana
Copping Landfill Arthur Highway, Copping

(03) 6273 9712
 finance@swstas.com.au



Latest *from* the Landfill



CEO, Christine Bell and some of the Lutana Waste Transfer Station team practicing new social distancing measures.

SWS implements COVID-safe practices

As the impacts of COVID-19 in Tasmania (and universally) continue to evolve, Southern Waste Solutions has implemented—and will continue to review—its response plan to keep workers safe, minimise disruption to its operations and ensure it meets the needs of its customers and the community.

The response has included the introduction of flexible work arrangements, with all employees who can work from home provided with the necessary technical support to do so. In an effort to minimise unnecessary person-to-person contact, all internal and external meetings are being held via video and teleconferencing.

Access to SWS buildings has been limited to employees only and split shifts and social distancing measures introduced to protect work teams.

Each staff member has their temperature checked at the beginning of their shift and those with a reading exceeding 37.5 degrees Celsius are not permitted to clock on.

The organisation has implemented enhanced and increased frequency of cleaning and

sanitation. SWS has provided more hand sanitisation stations on site, and implemented thorough cleaning of shared spaces and surfaces between shifts. Communal items such as coffee cups have been removed and replaced by disposable substitutes.

Delivery protocols to its Lutana site have been modified to reduce the number of trucks offloading at any one time to assist drivers in maintaining social distance from others onsite.

Chief Executive Officer, Christine Bell, said the safety of Southern Waste Solutions' workers, customers and contractors is the organisation's highest priority.

"The protection of everyone across our sites is paramount and we continue to base our response on the latest advice from state and federal health authorities," Ms Bell said.

The organisation has also made a unilateral decision to freeze its fees and charges for the 2020-21 financial year.

"The coronavirus pandemic continues to affect Tasmanians, and this is just one way Southern Waste Solutions can assist communities and businesses in the current difficult economic circumstances," Ms Bell said.

Free disposal for charities as donations pile up

Op shops in Southern Tasmania will soon be able to take advantage of free disposal of unsaleable donated items thanks to Southern Waste Solutions' decision to allocate \$50,000 in their 2020-21 budget to support the organisations adversely affected by COVID-19.

The Authority—which comprises Clarence City, Sorell, Tasman and Kingborough Councils—approved the initiative, which includes free disposal at Lutana and transport to Copping for op shops needing to dispose of unsuitable donations, at its May meeting.

Southern Waste Solutions Chief Executive, Christine Bell, said the decision to provide op shops free disposal and drop off was due to both their increased demand for disposal as unusable donations soar, as well as wanting to support organisations serving those hardest hit economically by the shutdown.

"Op shops have seen a large increase in donations of unusable items as people have more time to clean out their cupboards," Ms Bell said.

"Many charities have also needed to close recently due to the pandemic, as their volunteers are often in the highest risk category, thus they may not have the funds to dispose of unsuitable goods that are dropped off," she said.

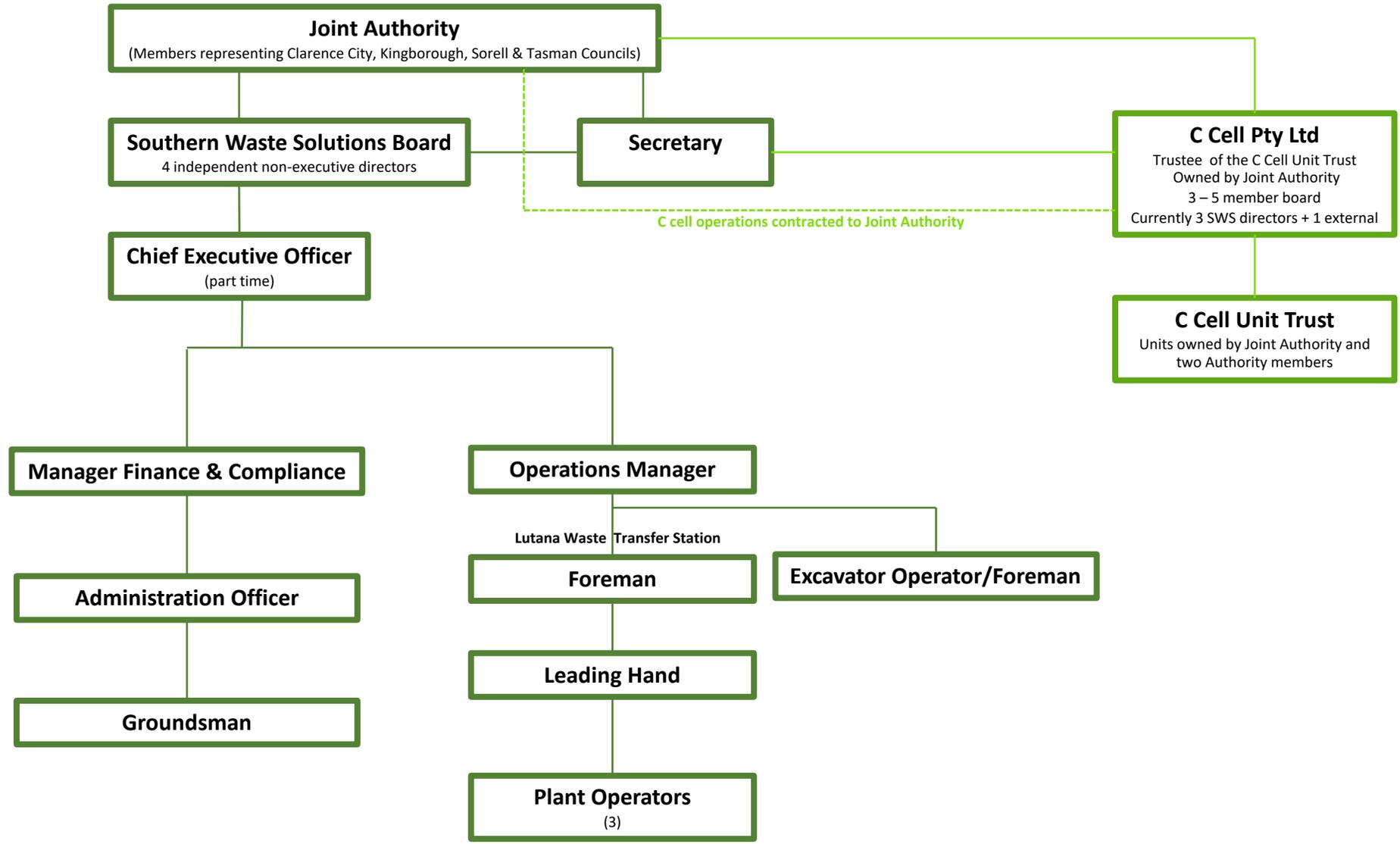
Australian charities pay approximately \$13 million per year to send unusable donations to landfill which represents 60,000 tonnes of waste.

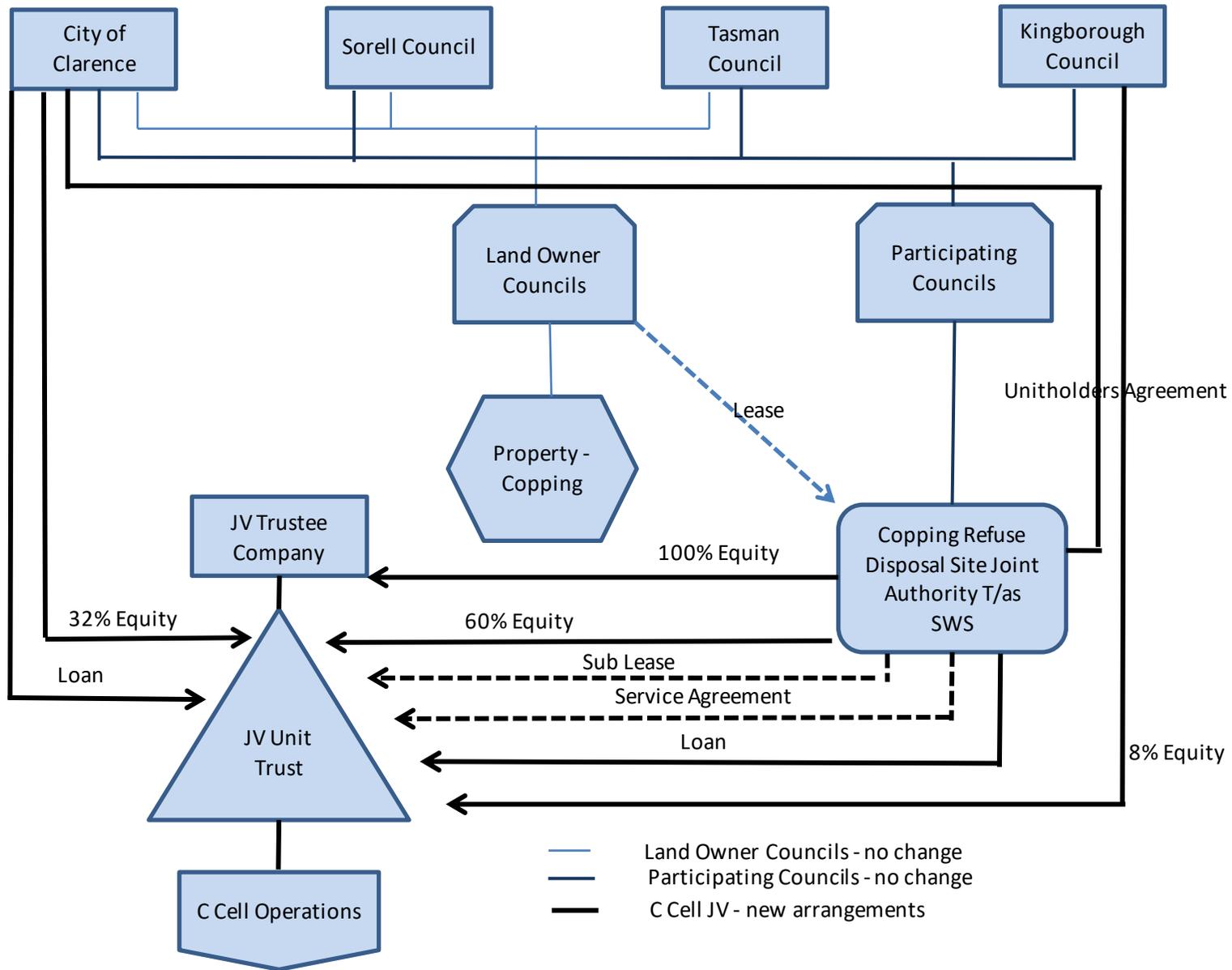
Many donation centres around the state were forced to close during the pandemic, as a result of volunteers electing to isolate to protect their own health. Donated items were dumped in piles outside closed charity stores—much of which is now damaged and must be sent to landfill.

Southern Waste Solutions is currently identifying potential beneficiaries and developing a policy to ensure the benefit can be spread across all eligible organisations.

The initiative will be available to eligible organisations during the 2020-21 financial year and will commence from 1 July 2020.

**COPPING REFUSE DISPOSAL SITE JOINT AUTHORITY
ORGANISATION CHART**





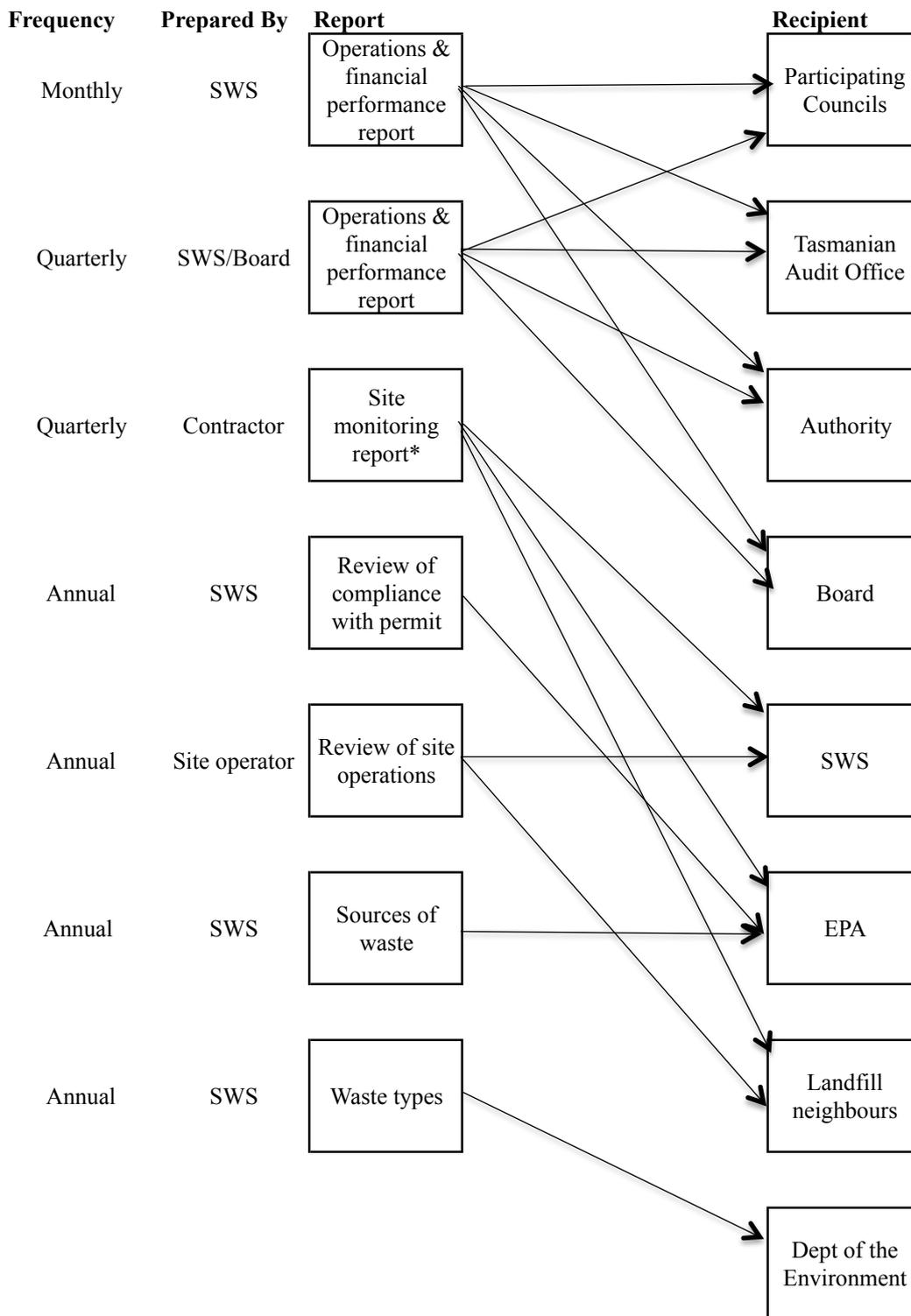
SOUTHERN WASTE SOLUTIONS

Policy Register

	Current Version	Last Review	Next Review Date	
<u>Finance and administration related policies</u>				
Delegations Matrix	1.5	Dec-18	Jan-20	
Code of Tendering	1.5	May-19	Dec-22	
Finance and Accounting	1.1	Dec-18	Jan-20	
Investment	1.5	Nov-19	Jan-24	Authority Policy
Procurement	1.1	Dec-18	Jan-20	
<u>HR Related Policies *</u>				
Employee Handbook	1.1	Dec-18		
Alcohol and Other Drugs	1.1	Aug-18	Aug-19	Reviewed by external cons
Anti Bullying	1.5	Dec-18	Jan-20	
Code of Conduct	1.0	Dec-18	Jan-20	
EEO, Anti Discrimination & Anti Harassment	1.0	Dec-18	Jan-20	
Fraud and Gifts	1.2	Dec-18	Jan-20	
Social Media	1.2	Dec-18	Jan-20	
Vehicle Use	1.0	Dec-18	Jan-20	
Work Health and Safety	1.1	Dec-18	Jan-20	
Workplace Images	1.2	Nov-18	Jan-20	
<u>Other policies</u>				
Environment	1.1	Nov-19	Nov-20	Board Policy
Information Technology	2.0	Jun-19	Jan-20	
Privacy	1.2	Dec-18	Jan-20	
Records Management	1.1	Dec-18	Jan-20	
Right to Information (RTI Guidelines)	1.0	Dec-18	Jan-20	
Risk Management	1.1	Dec-18	Jan-20	
<u>Accounting instructions</u>				
Asset accounting				
Debtors and creditors				
Monthly and quarterly reporting				
<u>Other instructions/procedures/guides</u>				
Disciplinary Procedure	1.0	Dec-18	Jan-20	
Grievance Prevention Handling Procedure	1.0	Dec-18	Jan-20	
Incident & Hazard Reporting	1.0	Dec-18	Jan-20	
IT, IM & Comms Guide	1.0	Dec-18	Jan-20	

* Note that all SWS employees have a Contract of Employment.

**COPPING REFUSE DISPOSAL SITE JOINT AUTHORITY
SUMMARY OF MAJOR ROUTINE WRITTEN REPORTING**



*Site monitoring reports are posted on the SWS web site as soon as they are received.

Note that the above only includes written reports. It also excludes business and strategic planning, annual financial statements and the annual report.

**CERTIFICATION
OF THE RULES OF THE
COPPING REFUSE DISPOSAL SITE
JOINT AUTHORITY
PURSUANT TO SECTION 32
OF THE LOCAL GOVERNMENT ACT 1993**

I, SUSAN LARSEN-SCOTT of 59 Harrington Street, Hobart in Tasmania, qualified legal practitioner, HEREBY CERTIFY that the Rules of the Copping Refuse Disposal Site Joint Authority (a copy of which are annexed hereto and marked with the letter "A") are in accordance with the law.

This certificate is given in accordance with Section 32(2) of the Local Government Act 1993.

DATED this 7th day of December 2017

SIGNED by SUSAN LARSEN-SCOTT

S. Larsen Scott

in the presence of:

Witness Signature:..... *Alexander*

Print full name:..... *Alexander Jan Bobbi*

Occupation:..... *Lawyer*

Full Address:..... *59 Harrington Street, Hobart
TAS 7000*

CERTIFICATION OF THE RULES OF
THE COPPING REFUSE DISPOSAL SITE JOINT AUTHORITY
PURSUANT TO SECTION 32(3)(b) OF THE
LOCAL GOVERNMENT ACT 1993

I, ANDREW PAUL, of 38 Bligh Street, Rosny Park in Tasmania, General Manager for the Clarence City Council (a Participating Council of the Authority), HEREBY CERTIFY that the Rules of the Copping Refuse Disposal Site Joint Authority (a copy of which are annexed hereto and marked with the Letter "A") have been made in accordance with the *Local Government Act 1993* (Tas).

This certificate is given in accordance with Section 32 (3) (b) of the *Local Government Act 1993*.

DATED this 6th day of December 2017

SIGNED by ANDREW PAUL



In the presence of:

Witness signature

..... Sharon Gillon

Print full name

..... Sharon Gillon

Occupation

..... E.A of Clarence City Council

Full address

..... 5. Intrigue COURT

..... Tranmere TAS 7018.

RULES of the COPPING REFUSE DISPOSAL SITE JOINT AUTHORITY

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PART 1 - PRELIMINARY

Name

1. The name of the Authority is Copping Refuse Disposal Site Joint Authority.

Establishment and Commencement of the Authority

2. The Authority is established as a joint authority under the Act.
3. These Rules come into effect on and from the commencement date agreed to by resolution of the Authority as constituted immediately before the coming into effect of these Rules.
4. These Rules replace the initial Rules of the Authority that came into effect with the publication of a notice in the Tasmanian Government Gazette on 21 March 2001, and that were amended on 19 March 2008, 1 July 2009, 23 August 2012 and 8 October 2015.

Body Corporate

5. The Authority is a body corporate and has the powers and functions specified in these Rules.

Definitions

6. In these Rules the following words and expressions have the following meaning unless there is something in the subject or context of use inconsistent with that meaning.

“Act” means the *Local Government Act 1993* (Tas);

“Adjoining Land-Owner” means the owner of any land which immediately adjoins the Land;

“Annual Share of Municipal Waste Register” means the Register with that name maintained by the Authority in accordance with these Rules;

“Auditor” means the auditor of the Authority;

“Authority” means the Copping Refuse Disposal Site Joint Authority;

“Balance Area” has the meaning set out in the Lease;

“Board” means the Board of Directors appointed by the Authority;

“Board Chair” means the person appointed by the Authority as chair of the Board under Rule 72;

“Business Plan” means the Business Plan referred to in Rules 181 and 182;

“Chair” means the Chair of the Authority elected by the Members under Rule 98 or Rule 132;

“Chief Executive Officer” means the Chief Executive Officer of the Authority appointed under Part 6;

“Close Associate” has the meaning set out in Section 51 of the Act;

“Competitive Neutrality Principles” means the competitive neutrality principles referred to in the Act;

“Comptroller” means the person appointed by the Authority under Rule 98, 99, 100 and 178 to administer income tax equivalents, guarantee fees and other relevant matters on behalf of Members and in accordance with Part 3A of the Act;

“Council” means a Council established under Section 18 of the Act;

“Councillor” means a person elected to a Council and includes the mayor, deputy mayor and alderman;

“Director” means a person appointed under these Rules as the Board Chair or as a member of the Board;

“EMP” means the Development Proposal and Environmental Management Plan for the Sub-regional Refuse Disposal Facility at Copping, Tasmania, and any other Environmental Management Plan approved by the EPA or the relevant planning authority in relation to the Land;

“Environmental Approval” means all permits, licences, approvals and authorities issued in relation to the Land from time to time, authorising any activities carried out on the Site for the purposes of waste treatment, disposal, resource recovery, energy generation and transmission off the Site to the grid and/or any other purposes, and includes:

(a). an EMP approved by a planning authority or the EPA or both;

(b). a Permit issued by the planning authority;

(c). an EPN or other notice, direction or directive issued by the EPA Director,

issued in relation to the Land including any amendments, amended conditions or approved changes made from time to time and the associated conditions as modified or amended from time to time;

“EPA” means the Environment Protection Authority Tasmania;

“EPA Director” means the director appointed under section 18 of the *Environmental Management and Pollution Control Act 1994*;

“EPN” means the Environment Protection Notice 690/1 and any subsequent environmental protection notices issued by the EPA Director in relation to the Land, and any amended conditions or approved changes made from time to time to the EPNs;

“Equity Interest Register” means the Register with that name maintained by the Authority in accordance with these Rules;

“General Manager” means the General Manager of a Council or the General Manager’s nominee;

“General Meeting” means a meeting of Members;

“Independently Verified Annual Share of Municipal Waste” means the applicable

Member's PCFAW as a proportion of the total of all Members PCFAW;

"Interest" has the meaning set out in the Act;

"Infrastructure" has the meaning set out in the Lease;

"Land" means all that land comprised in Certificates of Title Volume 126073 Folios 1, 3, and 4 excluding that part of Folio 4 leased to Robert Bruce Downie as set out in registered lease B996834;

"Lease" means lease registered number C837468 entered into by the Authority and the Owner Councils as amended by any deed of variation;

"Lease Administrator" has the meaning set out in the Lease;

"Member" means a Participating Council;

"Minister" means the Minister responsible for the administration of the Act;

"Municipal Area" has the meaning set out in the Act;

"Municipal Waste" means waste arising from:

- (a). kerbside domestic waste (household solid and inert waste placed out for kerbside collection);
- (b). other domestic waste (residential solid and inert wastes);
- (c). residual domestic waste (non-recyclables) from Council operated or Council contracted waste transfer stations operated for the purpose of receiving waste from local residents within a relevant Member municipality;
- (d). other Council waste (Council generated solid and inert waste arising from street sweepings, litter bins, incidental green waste material), and includes:
 - (i). household domestic garbage set aside for kerbside collection;
 - (ii). food waste from industrial or commercial sources such as restaurants, food markets, supermarkets and the like set aside for kerbside collection;
 - (iii). paper and cardboard included as part of household collection of household domestic garbage; and
 - (iv). green waste included as part of household collection of household domestic garbage;

"Office" means the principal business office of the Authority;

"Owner Councils" means the Councils that own the Land;

"Ownership Interest Register" means the Register with that name maintained by the Authority in accordance with these Rules;

"Participating Councils" means those Councils that established the Authority in accordance with the Act or were admitted to the Authority after its establishment in accordance with these Rules but does not include a Council that has withdrawn from

the Authority or has been expelled from the Authority in accordance with these Rules;

“PCFAW” means a Member’s forecasted annual Municipal Waste which is to be calculated as follows:

- (a). for a new Member admitted in accordance with Rule 18 it is to be an independently verified estimate of the new Member’s annual Municipal Waste that will be received at the Site until that Member’s PCIVAMW for a complete financial year is available; and
- (b). for a Member where there has been a variation in that Member’s gazetted Municipal Area of 10% or more of total land area it is to be an independently verified estimate of that Member’s annual Municipal Waste that will be received at the Site until that Member’s PCIVAMW for a complete financial year following the variation is available; and
- (c). for all other Members it is to be the most recent PCIVAMW;

“PCIVAMW” means a Member’s independently verified annual Municipal Waste received at the Site for a financial year;

“Permit” means any planning permit issued in relation to the Land under the *Land Use Planning & Approvals Act 1993* and the associated conditions as amended from time to time;

“Principal Objectives and Goals” means those objectives and goals set out in Rule 8;

“Proportionate Payments” means any financial contributions required to be made by Members to the operational and/or capital costs and expenses of the Authority calculated in accordance with their current Independently Verified Annual Share of Municipal Waste recorded in the Annual Share of Municipal Waste Register;

“Proxy” means a natural person appointed by a Member to act as its representative, with the same powers and functions as its Representative, when its Representative is absent, in accordance with Rule 61;

“Representative” means a natural person appointed by a Member to be the Representative of the Member in accordance with Rule 61;

“Register” means a register referred to in these Rules;

“Rules” means these Rules as altered or added to from time to time;

“Seal” means the common seal of the Authority;

“Secretary” means a person appointed as Secretary of the Authority under Rule 204;

“Simple Majority” means more than half of the total number of votes cast by Directors present at the meeting, each Director having one vote, or Members represented at the meeting by their Representative, a Member having the number of votes determined in accordance with Rule 63;

“Site” means that portion of the Land used or reserved for waste treatment, landfill

disposal, resource recovery and/or energy generation and transmission off the Site into the grid and other related purposes;

“Special Resolution” means a resolution of Members under Rules 153 and 154;

“Strategic Plan” means the Strategic Plan referred to in Rule 181; and

“Treasurer” means the Treasurer for the State of Tasmania.

Interpretation

7. In these Rules except to the extent that the context requires otherwise or the contrary intention appears:
 - (a). words and phrases which are defined in the Act have the same meaning in these Rules;
 - (b). words in the singular include the plural and vice versa;
 - (c). words importing a gender include the other gender;
 - (d). a reference to the Act or any other statute or regulations or to any section or clause of the Act or any other statute or regulations is to be read as though the words “as modified or substituted from time to time” were added to the reference;
 - (e). headings do not affect the construction of these Rules; and
 - (f). where a word or a phrase is given a particular meaning other cognate parts of speech and grammatical forms of that word or phrase shall have a corresponding meaning.

PART 2 - PRINCIPAL OBJECTIVES, FUNCTIONS AND POWERS

Principal Objectives and Goals of the Authority

8. The Principal Objectives and Goals of the Authority are:
 - (a). to manage and operate the Site for the purposes of waste treatment, landfill disposal, resource recovery, and/or energy generation and for related purposes and in a manner which conforms to the Environmental Approvals and to manage the Balance Area;
 - (b). to manage successfully the operation of the Site and Balance Area, which may be by or involve third parties by:
 - (i). operating efficiently in accordance with sound commercial practice;
 - (ii). maximising the net worth of the Authority’s assets; and
 - (iii). operating and managing both to maximise benefits to Members; and
 - (c). to perform such other functions and provide such other services and facilities either on or off the Site as are necessary for achieving the Principal Objectives

and Goals, which may be by or involve third parties, including but not limited to waste transfer stations and waste transport services.

9. In pursuing its Principal Objectives and Goals, the Authority shall concentrate the exercise of its powers and duties on:
 - (a). representing the best interests of all Members;
 - (b). the approval of the Strategic Plan and the Business Plan and Budget;
 - (c). the setting of the terms of office and the remuneration of Directors; and
 - (d). the periodic review of the performance of the Board and of individual Directors.

Functions of the Authority and of the Board

10. The Authority has the following functions:
 - (a). to set the goals and objectives of the Authority in pursuing the Principal Objectives and Goals referred to in Rule 8;
 - (b). the establishment, maintenance and operation of the Site for the purposes of waste treatment, landfill disposal, resource recovery and/or energy generation, which may be by or involve third parties, in accordance with the Environmental Approvals and other relevant laws and statutes;
 - (c). to facilitate the operation of the Site and the Balance Area in accordance with the Principal Objectives and Goals of the Authority;
 - (d). to perform waste management functions outside the boundaries of the Municipal Areas of the Members which are consistent with these Rules and which are to be exercised in accordance with the Competitive Neutrality Principles;
 - (e). to perform any function specified in the Act or any other act or in these Rules consistent with the Principal Objectives and Goals of the Authority;
 - (f). to perform any function duly granted to, or imposed on any municipal, regional or public authority by any Act or Regulation (Federal or State) with respect to the treatment of waste, disposal of waste, resource recovery and/or energy generation from waste in Tasmania consistent with the Principal Objectives and Goals of the Authority;
 - (g). to have regard to the obligations of Members in relation to national competition agreements and their impact on future policies, procedures and practices concerning the waste management industry;
 - (h). to provide a copy of the annual report of the Authority to Members before the end of November in each year. The annual report is to include the following information and documents:
 - (i). a statement of the activities of the Authority during the preceding year;
 - (ii). a statement of the performance of the Authority in relation to the Principal Objectives and Goals set for the preceding financial year;

- (iii) the financial statements of the Authority for the preceding financial year;
 - (iv) a copy of the audit opinion for the preceding financial year;
 - (v) any other information the Authority considers appropriate or necessary to inform Members of its performance and progress during the financial year; and
 - (vi) reports of the Chair and of the Board Chair;
 - (i). to notify the Members as soon as practicable after becoming aware of any development which, in the opinion of the Authority, may:
 - (i). significantly affect the financial viability or operating ability of the Authority; or
 - (ii). significantly affect the Authority in an adverse manner;
 - (j). to provide Members with quarterly reports as soon as practicable after the end of March, June, September, and December in each year which comply with the requirements set out in Rules 193 to 197;
 - (k). to provide Members with a report by 30 September in each financial year containing an audit by a qualified waste management specialist of each Member's PCIVAMW and their Independently Verified Annual Share of Municipal Waste as required under Rule 26;
 - (l). to consult with the Board and with Members on the strategic direction to be taken by the Authority; and
 - (m). to comply with the Environmental Approvals, all applicable legislation, standards and codes, and the requirements of the Business Plan.
11. The Board has the following functions:
- (a). to ensure that the business and affairs of the Authority and that the functions and powers of the Authority that the Authority has delegated to be carried out by the Board are conducted and performed in a manner that is:
 - (i). in accordance with sound commercial practice;
 - (ii). consistent with the approved Strategic and Business Plans of the Authority and the Principal Objectives and Goals set out in Rule 8; and
 - (iii). in accordance with the Environmental Approvals, and all other permits, licences and governing legislation;
 - (b). to provide such advice, information and assistance to the Authority concerning its specified functions and powers as the Authority may require;
 - (c). to carry out any necessary schemes, works and undertakings;
 - (d). to provide both on and off the Site all manner of facilities and services incidental to the Authority's Principal Objectives and Goals including, but not limited to waste transfer stations and transport services;

- (e). to have regard to the economic and social well-being of its customers, employees and the community generally;
- (f). to follow environmentally sound principles in its development and resource management activities;
- (g). to prepare a Strategic Plan and a Business Plan for the Authority in accordance with Rules 181 and 182;
- (h). to provide the Authority with quarterly reports as soon as practicable after the end of March, June, September, and December in each year which comply with the requirements set out in Rules 193 to 197;
- (i). to be responsible for the employment of the Chief Executive Officer and the determination of the terms and conditions of that employment;
- (j). to manage the resources of the Authority;
- (k). to ensure appropriate policy frameworks are in place; and
- (l). to provide a briefing at any reasonable time in respect to the performance of the Board's functions to one or more General Managers of Members upon request.

Powers of the Authority

12. In carrying out its objectives and functions the Authority has the following powers:
- (a). to acquire, hold, lease, licence, dispose of and otherwise deal with real property;
 - (b). to acquire, hold, lease, licence, dispose of and otherwise deal with personal property;
 - (c). to enter into contracts provided that any contract that is entered into does not extend beyond the term of the Lease, or give rise to any contractual responsibilities or commitments of Members or Owner Councils after the date of the termination or expiration of the Lease;
 - (d). to appoint employees, agents and attorneys;
 - (e). to enter into contracts for the performance or exercise of any of its functions or powers jointly with another person or body;
 - (f). to set fees, charges, terms and conditions relating to work done, or services, goods or information supplied by it except any fee or charge referred to in section 205(2) of the Act or any rate or charge referred to in Part 9 of the Act;
 - (g). to engage consultants and provide consultancy services;
 - (h). subject to these Rules to raise loans and other financial accommodation;
 - (i). to give security for loans and financial accommodation;
 - (j). to transfer assets and liabilities from the Authority to a Council, or from a Council to the Authority;
 - (k). to transfer employees and the rights of employees from a Council to the

Authority, or from the Authority to a Council;

- (l). to exercise any power specified in the Act or any other act or in these Rules consistent with its Principal Objectives and Goals and functions;
- (m). to make by-laws under Part 11 of the Act as if it were a Council;
- (n). to do all things necessary or convenient to be done in connection with, or incidental to, the performance and exercise of its functions and powers;
- (o). to perform its powers outside the boundaries of the municipal area of the Members which are consistent with these Rules and which are to be exercised in accordance with national competition principles; and
- (p). to require the Board to carry out specified powers of the Authority.

Powers of the Board

- 13. The Board may exercise all powers and functions delegated to it by the Authority in writing.

Delegations

- 14. Except for the power under Rule 12(a) and as provided in Rule 213(b), the Authority may delegate to the Board, with or without conditions, any of the functions and powers that are within the power of the Authority (including any specified power of on-delegation of those functions and powers) and are not by these Rules or by legislation directed or required to be exercised or done by the Authority in General Meeting.
- 15. The Board may delegate to the Chief Executive Officer, with or without conditions:
 - (a). any of the functions and powers delegated to it by the Authority in writing (including any specified power of on-delegation of those functions and powers); and
 - (b). any of the functions and powers conferred upon it under these Rules.

PART 3 - COMPOSITION OF THE AUTHORITY AND OF THE BOARD

Members

- 16. Each Member may use the Site as its sole or principal landfill refuse disposal site for its Municipal Waste subject to the Member entering into a written agreement with the Authority.
- 17. Intentionally Omitted.
- 18. Other Councils may be admitted to the Authority as Members:
 - (a). if approved by a Simple Majority of the then current Members;
 - (b). subject to the applicant Council meeting any requirements that are specified by

the then current Members; and

- (c). in accordance with the provisions of these Rules.
19. Any new Member shall be permitted to purchase the share/interest in equity in the Authority only up to its Independently Verified Annual Share of Municipal Waste at the date of its admission to the Authority.
 20. The Authority must as soon as possible after determining the permitted share/interest in equity under Rule 19 for a new Member give notice ("the Purchase Notice") to all other Members inviting each of them to state in writing within 60 days from the date of the Purchase Notice whether they are willing to sell part of the share/interest in equity referred to in the Purchase Notice.
 21. At the expiration of 60 days from the date of the Purchase Notice the Authority must allocate the share/interest in equity referred to in the Purchase Notice to or amongst the other Members who have expressed a willingness to sell and (if more than one) so far as possible pro rata according to the Member's equity interest in the Authority provided that no Member is obliged to dispose more than the share/interest in equity they have indicated a willingness to sell.
 22. If the whole of the new Member's share/interest in equity referred to in the Purchase Notice is not satisfied by sales under Rule 21 the new Member's share/interest in equity is to be reduced by the amount not sold.
 23. All changes to the share/interest in equity of the Members shall be recorded in the Equity Interest Register.
 24. Any additional operational and/or capital costs that arise as a result of an increase in the volume of Municipal Waste deposited at the Site arising from the admission of a new Member shall, subject to the provisions of Rule 210 be met by way of a Proportionate Payment from all Members, including the newly admitted Council.
 25. An applicant Council's decision to purchase a share/interest in equity in the Authority less than its Independently Verified Annual Share of Municipal Waste shall not affect or reduce that Council's liability to make any Proportionate Payment required to be made by Members with respect to the operational and/or capital costs and expenses of the Authority, with all Proportionate Payments to be based on a Member's Independently Verified Annual Share of Municipal Waste.
 26. The Authority shall ensure that by 30 September in each year it obtains and submits for the information of each Member a report from the Board in accordance with the provisions of Rule 10(k).
 27. The Independently Verified Annual Share of Municipal Waste shall form the basis of any Proportionate Payments charged to each Member at the relevant time.
 28. The Act in so far as it applies to a joint authority established under the Act applies to Members of the Authority and to the responsibilities of Members and Representatives of Members unless otherwise provided for in these Rules.

Cessation and Withdrawal of Participation – Members

29. Subject to any requirements of the Act and of these Rules, a Member may cease to participate in the Authority and withdraw as a Member.
30. A Member that intends to withdraw from the Authority (“Withdrawing Member”) is to give the Authority not less than 12 months written notice of its intention to withdraw from the Authority in which it shall advise a date from which it no longer wishes to be a Member (“the Member’s Termination Date”).
31. By giving a notice to the Authority under Rule 30 the Withdrawing Member appoints the Authority as its agent for the sale of their share/interest in the equity of the Authority (“WPC Equity”) in one or more lots at the discretion of the Authority at a price to be agreed between the Withdrawing Member and the Authority or failing agreement as to such price, at a price determined by valuation by a valuer appointed by mutual agreement between the Withdrawing Member and the Authority. If the Withdrawing Member and the Authority fail to agree to the appointment of a valuer, then the valuation will be undertaken by a valuer appointed by the president for the time being of the Law Society of Tasmania or that person’s nominee at the request of either the Withdrawing Member and the Authority. The Withdrawing Member and the Authority will bear the cost of the valuation equally.
32. The Authority must as soon as possible, after determination of the price for the WPC Equity in accordance with Rule 31 (“Sale Price”), give written notice (“the Sale Notice”) to all other Members inviting each of them to state in writing within 60 days from the date of the Sale Notice whether they are willing to purchase any, and if so, what maximum part of the WPC Equity referred to in the Sale Notice.
33. At the expiration of 60 days from the date of the Sale Notice the Authority must allocate the WPC Equity referred to in the Sale Notice or amongst the other Members who have expressed a willingness to purchase and (if more than one) so far as may be possible pro rata according to the Withdrawing Member’s equity interest in the Authority provided that no Member is obliged to take more than the share/interest in equity they have indicated a willingness to purchase. The Withdrawing Member is bound on payment of the Sale Price fixed to transfer the WPC Equity to the purchaser or purchasers and, in default, the Authority may receive and give a good discharge for the purchase money on behalf of the Withdrawing Member and enter the name of the purchaser or purchasers in the Equity Interest Register as holder by transfer of the share/interest in equity purchased by the purchaser or purchasers.
34. If the whole of the WPC Equity is not sold under Rule 33 then, subject to these Rules, at any time before the Member’s Termination Date the Authority may transfer any part of the WPC Equity not sold, to a Council approved by the other Members acting reasonably and who meets the admission criteria for a Member, at a price determined by a valuer appointed by mutual agreement between the Withdrawing Member and the Authority. If the Withdrawing Member and the Authority fail to agree on the appointment of a valuer, then the valuation will be undertaken by a valuer appointed

by the president for the time being of the Law Society of Tasmania or that person's nominee at the request of either the Withdrawing Member or the Authority. The Withdrawing Member and the Authority will bear the cost of the valuation equally, and in the event of any such sale the Authority must note in the Equity Interest Register the transfer of the share/interest in equity so sold.

35. If the whole of the WPC Equity is not sold under Rules 33 and 34, the Withdrawing Member will continue to be a Member with a share/interest in equity in the Authority reduced by the amounts sold.
36. The Authority may in their absolute and uncontrolled discretion refuse to register any proposed transfer of share/interest in equity in the Authority without assigning any reason for such refusal.
37. Subject to Rule 35, the Member giving notice pursuant to Rule 30 shall be deemed to have withdrawn from the Authority with effect from the Member's Termination Date. Such withdrawal will be without prejudice to any obligations on the part of the Member up to, and the rights or entitlements due to it under these Rules following, the Member's Termination Date.
38. A Member that withdraws from the Authority pursuant to Rule 37 is not entitled to a refund of any Proportionate Payments made prior to the Member's Termination Date or return of any other capital or assets it has provided to the Authority after the Member's Termination Date.
39. In the event of a withdrawal from the Authority pursuant to Rule 37, the Council which has withdrawn remains liable to contribute in respect of any liabilities of the Authority incurred while it was a Member for a period of 12 months after the Member's Termination Date such liability calculated using the Withdrawing Member's Independently Verified Annual Share of Municipal Waste at the Member's Termination Date.

Disciplinary Action – Members

40. The Authority may take disciplinary action against a Member if a Simple Majority of Representatives determine there has been either:
 - (a). a material and persistent breach of a requirement(s) of these Rules by the Member; or
 - (b). a repudiation of the principles, objectives or goals of the Authority, as provided in Rule 8, by the Member.
41. Where the Authority has made a determination under Rule 40, the Authority must determine to either:
 - (a). reprimand the Member;
 - (b). suspend the participation of the Member for a specified period; or
 - (c). expel the Member.

42. The disciplinary action against a Member under Rule 41 does not take effect until the later of the following:
 - (a). the fourteenth day after the day on which a written notice is served on the Member of the decision under Rule 43; or
 - (b). if the Member exercises their right of appeal under Rule 45, the General Meeting convened to hear the appeal confirms the disciplinary action decision then the date of that meeting.
43. If the Authority makes a disciplinary action determination against a Member, the Chair, without undue delay, is to cause to be served on the Member a notice in writing:
 - (a). stating the disciplinary action determination under Rule 41 against the Member;
 - (b). specifying the grounds for the disciplinary action determination; and
 - (c). informing the Member of the right to appeal the decision under Rule 45.
44. Where the Authority suspends the participation of a Member under Rule 41 all rights and benefits of being a Member under these Rules are suspended for the specified period but the Member's obligations continue.
45. A Member may appeal against a disciplinary action determination under Rule 41 as follows:
 - (a). by serving on the Chair, within fourteen days after the service of a notice under Rule 43, a requisition in writing demanding the convening of a General Meeting for the purpose of hearing the appeal;
 - (b). on receipt of a requisition, the Chair is to immediately notify the Authority of the receipt;
 - (c). the Authority is to cause a General Meeting to be held within 14 days after the day on which the requisition is received;
 - (d). at a General Meeting convened for the purpose of hearing an appeal under this Rule:
 - (i). no business other than the question of the disciplinary action determination is to be transacted;
 - (ii). the Authority may place before the meeting details of the grounds of the disciplinary action determination and the Authority's reason for the disciplinary action determination;
 - (iii). the disciplined Member must be given an opportunity to be heard;
 - (iv). the disciplined Member's Representative has no votes; and
 - (v). subject to Rule 45(d)(iv) the Representatives of the Members who are present are to vote by secret ballot on the question of whether the disciplinary action determination should be lifted or confirmed;

- (e). if at the General Meeting a Simple Majority of the Representatives present and entitled to vote, vote in favour of:
 - (i). the lifting of the disciplinary action determination;
 - (A) the disciplinary action is to be lifted; and
 - (B) the disciplined Member is entitled to continue as a Member of the Authority;
 - (ii). the confirmation of the disciplinary action determination:
 - (A) the disciplinary action takes effect; and
 - (B) where the disciplinary action determination is to expel the Member, the expelled Member ceases to be a Member of the Authority.
- 46. The Authority is deemed to be the expelled Member's agent for the sale of their share/interest in the equity of the Authority in one or more lots at the discretion of the Authority at a price to be determined by independent valuation.
- 47. The Authority must as soon as possible after the expulsion of a Member give notice ("the Expulsion Notice") to all other Members inviting each of them to state in writing within 60 days from the date of the Expulsion Notice whether they are willing to purchase any, and if so, what maximum part of the share/interest referred to in the Expulsion Notice.
- 48. At the expiration of 60 days from the date of the Expulsion Notice the Authority must allocate the share/interest in the equity referred to in the Expulsion Notice to or amongst the other Members who have expressed a willingness to purchase and (if more than one) so far as may be possible pro rata according to the Member's share/interest in the equity of the Authority provided that no Member is obliged to take more than the share/interest in equity they have indicated a willingness to purchase. The expelled Member is bound on payment of the price determined by independent valuation in accordance with Rule 46 to transfer its equity interest to the purchaser or purchasers and, in default, the Authority may receive and give a good discharge for the purchase money on behalf of the expelled Member and enter the name of the purchaser or purchasers in the Equity Interest Register as the holder by transfer of the share/interest purchased by the purchaser or purchasers.
- 49. If the whole of the expelled Member share/interest in equity is not sold under Rule 48 then, subject to these Rules, the Authority may transfer that share/interest in equity not sold to the Members pro rata according to the Member's equity interest in the Authority at that time and in the event of any such transfer the Authority must note in the Equity Interest Register the transfer of the share/interest in equity so transferred.

Cessation and Withdrawal of Land Ownership - Owner Councils

- 50. If an Owner Council ("the Withdrawing Owner Council") wishes to dispose of its interest in the Land, it shall provide the other Owner Councils and the Authority not less than 15 months prior written notice of its decision that it no longer wishes to be

- an Owner Council including the date from which it wishes this to apply (“the Owner Council’s Termination Date”).
51. The Withdrawing Owner Council shall transfer its legal and equitable interest in the Land to the remaining Owner Councils prior to or on the Owner Council’s Termination Date.
 52. The Withdrawing Owner Council shall transfer its legal and equitable interest in the Land free of any encumbrance, mortgage, lien, caveat, dealing or any other restriction on the title of the Land it has created or a person on its behalf has created, and which has been registered on the title of the Land and which the other Owner Councils require to be removed prior to the Owner Council’s Termination Date.
 53. On or before the effective date of the transfer of the Withdrawing Owner Council’s interest in the Land to the other Owner Councils in accordance with these Rules (“the Transfer Date”), the remaining Owner Councils shall pay to the withdrawing Owner Council a sum of money (“the Reimbursement Sum”) that represents the fair market value (or such other value agreed to by the parties in writing) of the legal and equitable interest in the Land of the Withdrawing Owner Council at the Transfer Date.
 54. The Reimbursement Sum is to be calculated as follows:
 - (a). if the Tasman Council withdraws from the Authority then the Clarence City Council is to pay two thirds of the Reimbursement Sum and Sorell Council is to pay one third;
 - (b). if the Sorell Council withdraws from the Authority then the Clarence City Council is to pay six sevenths of the Reimbursement Sum and Tasman Council is to pay one seventh; and
 - (c). if the Clarence City Council withdraws from the Authority then the Sorell Council is to pay three quarters of the Reimbursement Sum and Tasman Council is to pay one quarter.
 55. If the Owner Councils are not able to agree on the amount of the Reimbursement Sum within 15 months of the date of the notice given pursuant to Rule 50, the amount is to be determined by an independent valuer (“the Valuer”) who is either agreed to by the Owner Councils or in default of agreement, appointed by the President of the Law Society of Tasmania.
 56. The determination of the Valuer is to be final as between the Owner Councils in relation to the amount of the Reimbursement Sum, and the Owner Councils shall pay to the Withdrawing Owner Council the Reimbursement Sum so determined within two months (or such other period of time agreed in writing by all the Owner Councils) of the date of the Valuer’s determination. The Valuer’s fee and costs are to be shared equally between the Owner Councils.

Amalgamation of Councils

57. If any of the Member’s share/interest in equity in the Authority is transferred to

another Council as a result of any change or amalgamation of Municipal Areas, including but not limited to a transfer under Part 12A of the Act, the Authority must note in the Equity Interest Register the share/interest in equity so transferred.

58. Where the transferee under Rule 57 is not a Member at the time immediately before the transfer date the transfer is subject to the admission of the transferee as a Member under Rule 18.
59. Intentionally Omitted.
60. If any of an Owner Council's interest in the Land is transferred to another Council as a result of any change or amalgamation of Municipal Areas, including but not limited to a transfer under Part 12A of the Act, the Authority must note in the Ownership Percentage Register the interest so transferred.

Membership of the Authority - Representatives

61. Subject to Rules 63 to 70, each Member will appoint, which may be a reappointment, within 60 days of ordinary Council elections or being admitted as a Member:
 - (a). a Representative, who may be either an elected Councillor or a Council employee; and
 - (b). a Proxy who may be either an elected Councillor or a Council employee, to act in place of the Representative during any absence of the Representative.
62. References to a Representative in these Rules include a Proxy appointed to act in the Representative's place in accordance with the Rules during the period of their absence.
63. Each Member is entitled to exercise the number of votes determined in accordance with the following table:

Member's share/interest as recorded in the Equity Interest Register	Votes	
Greater than 0 – 15%	1	
Greater than 15% – 25%	2	
Greater than 25% - 40%	3	
Greater than 40% - less than 50%	4	
50% and over	Where there are 3 or more Members	Number of Votes equal to the sum of votes of all other Members minus 1
	Where there are 2 Members	Number of votes equal to that of the other Member and where both have 50% 4 votes each
	Where there is 1 Member	9

64. Intentionally Omitted
65. No Representative or Proxy may be a Director or hold any remunerated position with the Authority.
66. Intentionally omitted.
67. A Member may, subject to the provisions of Rule 61, apart from the obligation to make the appointment within 60 days of ordinary Council elections or being admitted as a Member, remove a Representative or Proxy and appoint a replacement Representative or Proxy at any time for the remainder of the term of the original appointment.
68. Written notice shall be given by each Member to the Authority and to each other Member at the time of the appointment, removal or replacement of any Representative or Proxy by the notifying Member.
69. Representatives and Proxies are not entitled to any remuneration from the Authority.
70. Any Proxy not acting in the place of an appointed Representative who is absent, at the relevant time, may attend any meeting of the Authority, but shall not be entitled to

vote at any meeting of the Authority.

Membership of the Board

71. The Board of Directors shall consist of:
 - (a). the Board Chair; and
 - (b). at least two and no more than four other Directors.
72. The Board Chair and the other Directors shall be appointed by the Authority at a General Meeting.
73. The Authority shall, in the appointment of the Board Chair and other Directors, take into account the powers, functions and responsibilities of the Board and shall appoint persons who collectively have the skills and expertise to carry out those powers, functions and responsibilities, drawn from persons with expertise and/or experience in one or more of the following relevant fields:
 - (a). financial management, business management and administration;
 - (b). civil or mechanical engineering or related disciplines;
 - (c). waste management;
 - (d). transport; and/or
 - (e). environmental management.
74. A Director shall be appointed for a term of office not exceeding three years.
75. The Authority shall ensure that in appointment of Directors, terms of office shall be set so as to ensure that the term of office of at least one Director concludes in each calendar year.
76. A Director whose term is due to expire may be reappointed provided that no Director shall be appointed for more than nine consecutive years.
77. The Authority may by special resolution at a general meeting remove a Director from office and may appoint another person in place of the Director so removed, and that person shall be appointed for the residual term of office of the removed Director.
78. Intentionally Omitted.
79. The office of a Director is vacated if the Director:
 - (a). is convicted on indictment of an offence that concerns the making, or participation in making, of decisions that affect the whole or a substantial part of the business of the Authority, or concerns an act that has the capacity to affect significantly the Authority's financial standing;
 - (b). is convicted of an offence that is punishable by imprisonment for a period greater than 12 months or involves dishonesty and is punishable by imprisonment for at least 3 months;
 - (c). is an undischarged bankrupt under the law of Australia, its external territories or

another country;

- (d). has executed a personal insolvency agreement under Part X of the *Bankruptcy Act 1966* (Cth) or a similar law of an external Territory or a foreign country, and the terms of the agreement have not been fully complied with;
 - (e). is removed from office under Rule 77;
 - (f). is absent from meetings of the Board for three consecutive meetings without leave of absence from the Board;
 - (g). resigns office by notice in writing to the Secretary of the Authority;
 - (h). is prohibited from being a director of a company under the *Corporations Act 2001* (Cth); or
 - (i). is elected as a Councillor of a Member or is appointed as the Chief Executive Officer, the Secretary, or an employee of the Authority or of a Member or provides remunerated services to the Authority (other than the performance of the duties and responsibilities of Director).
80. The Board Chair and the Directors shall be paid such remuneration as the Authority in General Meeting from time to time determines.
81. In making such determination, the Chair and any Representative may consult with the Board Chair and such other persons as it considers appropriate.
82. Each Director is entitled to be reimbursed from Authority funds for all reasonable travel, accommodation and other expenses incurred by the Director while engaged on the business of the Authority.

PART 4 - DUTIES OF MEMBERS, REPRESENTATIVES, PROXIES AND DIRECTORS

Duties of Members, Representatives, Proxies and Directors

83. A Member, Representative, Proxy or Director shall, in the exercise of the functions and powers of a Member, Representative, Proxy or Director as applicable:
- (a). act honestly;
 - (b). exercise a degree of care and diligence that a reasonable person in a like position would exercise in the circumstances;
 - (c). not make improper use, in Tasmania or elsewhere, of information acquired because of his or her office on the Authority to gain directly or indirectly, an advantage for himself or herself or another person, or to cause damage to the Authority or any other person, or to avoid, directly or indirectly, a disadvantage; and
 - (d). avoid conflict of interest.

Duty to Prevent Insolvent Trading

84. A Member, Representative, Proxy or Director shall take all reasonable steps to prevent the Authority from incurring a debt if:
- (a). at the time the debt is incurred, or by incurring the debt, the Authority is or will not be able to pay all its debts as and when they become due and payable; or
 - (b). at the time the debt is incurred, the Member, Representative, Proxy or Director is aware, or a person in the Member's, Representative's, Proxy's or Director's position should be aware, that there are reasonable grounds for suspecting that the Authority is not able to pay all its debts as and when they become due and payable.

Disclosure of Interests

85. A Member, Representative or Director, as soon as practicable after becoming aware of the same, and a Proxy while acting as a Representative in accordance with Rule 62 at the start of the applicable meeting, shall disclose to the Authority any of the following:
- (a). a direct or indirect pecuniary or other interest in a matter being considered, or about to be considered, by the Authority; and/or
 - (b). an interest of the Member, Representative, Proxy or Director in a matter that may conflict with the proper performance of the Member's, Representative's, Proxy's or Director's duties on a matter.
86. At any meeting of the Authority or of the Board, a Representative, Proxy or Director shall not participate in any discussion, or vote on any matter in respect of which the Representative, Proxy or Director:
- (a). has an interest; or
 - (b). is aware or ought to be aware that a Close Associate has an interest.
87. A Member, Representative, Proxy or Director shall declare any interest in a matter before any discussion on that matter commences.
88. On declaring an interest, a Representative, Proxy or Director is to leave the room in which the meeting is being held until the matter in which the Representative, Proxy or Director has an interest has been concluded. The Representative, Proxy or Director may thereafter return to the meeting.
89. A Member, Representative, Proxy or Director shall, in accordance with the Act, advise the Secretary in writing of the details of any interest declared in accordance with these Rules within 7 days of that declaration.
90. The Secretary is to ensure that any declaration of interest is recorded in the Minutes of the meeting at which the declaration is made.
91. The Chief Executive Officer shall ensure that an employee of the Authority notifies him or her, in writing, of any interest of the employee in any matter in respect of

which he or she:

- (a). provides advice to the Authority or to the Board;
 - (b). makes a decision or determination; or
 - (c). makes a recommendation to the Authority or to the Board.
92. The Chief Executive Officer shall advise the Secretary of any interest of any employee that has been declared or notified to the Chief Executive Officer.
93. The Secretary shall keep a Register of Interests of the Members, Representatives, Proxies or Directors and of any employees of the Authority that have been declared or notified to the Chief Executive Officer or the Secretary.
94. The Secretary shall advise the Chief Executive Officer of any interest of any Member, Representative, Proxy or Director that has been declared or notified to the Secretary.

Adverse Developments

95. The Board shall immediately notify the Authority if the Board becomes aware of any development that may:
- (a). significantly affect the financial viability or operating ability of the Authority;
or
 - (b). significantly affect the Authority in an adverse manner.

Authority Registers

96. The Secretary must cause the Authority to keep and maintain the following registers:
- (a). a register of each Member's share/interest in the equity of the Authority ("Equity Interest Register"), with each Member's share/interest being recorded as a percentage share of the Authority's total equity;
 - (b). a register of each Owner Council's percentage share in the Land ("Ownership Percentage Register"), with each Owner Council's percentage share being recorded as a percentage share of the Land;
 - (c). a register of each Member's Independently Verified Annual Share of Municipal Waste ("Annual Share of Municipal Waste Register");
 - (d). a register of each Member's membership voting entitlement ("Voting Rights Register"), with the total number of voting entitlements allocated to Members on the basis determined in Rule 63; and
 - (e). the register required by Rule 93.

PART 5 - MEETINGS OF THE AUTHORITY AND OF THE BOARD

Annual General Meeting of the Authority

97. An Annual General Meeting of the Authority shall be held in every calendar year

between the months of July and November (inclusive).

98. The Annual General Meeting is to:
- (a). receive the financial statements and reports of the Directors, the Chief Executive Officer, the auditor and the Comptroller for the last financial year;
 - (b). elect the Chair in accordance with Rule 130;
 - (c). appoint and fix the remuneration of the auditor;
 - (d). appoint and fix the remuneration of the Comptroller; and
 - (e). receive the Strategic and Business Plans.

General Meetings of the Authority

99. A General Meeting of the Authority may:
- (a). transact any business specified in the notice;
 - (b). appoint the Directors and fix or review their terms and conditions of appointment;
 - (c). review the performance of the Board and the Directors;
 - (d). review any of its functions and powers that have been specified to be carried out by the Board or any other person;
 - (e). declare a dividend subject to the provisions of Rules 219 and 220; and
 - (f). appoint a comptroller.
100. The Chair and any Representative may consult with such other persons as is considered appropriate in relation to the obligations of the Authority regarding the appointment of a comptroller. If a comptroller is appointed, the Comptroller is to be required to carry out those matters referred to in the Act that relate to the Comptroller.
101. In addition to the Annual General Meeting and subject to Rule 135, there will be held such other General Meetings in each year as the Members determine necessary.
102. The Chair or a majority of Members may convene a General Meeting of the Authority at any reasonable time by providing appropriate notice in accordance with these Rules.

Meetings of the Board

103. The Board shall meet at such times and places, which includes by electronic mail or other electronic means, as are determined by the Board as often as is necessary to properly discharge its responsibilities and functions under these Rules, and shall meet at least ten times in each year.
104. The Board Chair, after giving each Director reasonable notice of a meeting, may convene a meeting at any time.
105. The Board Chair shall convene a meeting when requested to do so by two or more Directors.

106. A Board member may participate in a meeting of the Board by telephone, electronic mail or other electronic means, or any other means of communication provided by the Board. A Board Member who participates by such means shall be taken to have been present at the meeting.

Notice of General Meetings of the Authority and Meetings of the Board

107. Fourteen days notice of the Annual and any other General Meeting of the Authority shall be given by the Secretary to:
- (a). each Member, Representative and Proxy;
 - (b). the Directors;
 - (c). the General Manager of any Member who is not a Representative;
 - (d). the Chief Executive Officer;
 - (e). the Comptroller, and
 - (f). the auditor.
108. The notice shall specify the place, the day, and the hour of the meeting and the general nature of the business to be transacted at the meeting of the Authority.
109. The Authority may call the Annual General Meeting and any other General Meeting on shorter notice if all Representatives entitled to attend and vote at the meeting agree to the shorter notice before the meeting.
110. Directors, Proxies, and General Managers of a Member who are not a Representative or a Proxy acting as a Representative shall be provided with Agendas, Minutes and papers relating to Authority meetings, and be invited to attend all meetings of the Authority, but shall not be entitled to vote at any meeting of the Authority.

Notice of meetings of the Board

111. Seven days notice of any meeting of the Board shall be given by the Secretary to:
- (a). each Director, and
 - (b). the Chief Executive Officer.
112. The notice shall specify the place, the day, and the hour of the meeting and the general nature of the business to be transacted at the meeting of the Board.

Notices and Material to be Provided to Adjoining Landowners

113. Unless the owner advises the Secretary that the owner does not require the notice and/or material to be provided
- (a). the Secretary shall provide to each Adjoining Land-Owner, a copy of the agenda for the annual and any other General Meeting of the Authority; and
 - (b). the Chief Executive Officer (or a person delegated by the Chief Executive Officer) shall provide to each Adjoining Land-Owner:
 - (i) a copy of the results of all sampling analysis referred to in condition

M1(d) of Attachment 1 to the permit issued by Sorell Council on 7 September 1999 in relation to the Land as modified by the Resource Management and Planning and Appeal Tribunal on 10 December 1999, not including the records described in condition M1(c), at the time that they are submitted to the EPA Director; and

- (ii). a copy of the annual volumetric surveys of the Landfill referred to in condition G7 of Attachment 1 to the permit issued by Sorell Council on 7 September 1999 in relation to the Land as modified by the Resource Management and Planning and Appeal Tribunal on 10 December 1999 at the time that they are submitted to the EPA Director; and
- (iii). a copy of all other information required to be provided to the Adjoining Land-Owner under any Environmental Approval or other relevant permit, licence or notice or for the purpose of complying with an Environmental Approval or any other relevant permit, licence or notice.

Committees of the Authority or of the Board

- 114. The Authority may establish such committees as they consider appropriate and determine the requirements for the membership of those committees.
- 115. The Board may establish such committees as it considers appropriate.
- 116. A committee may consist of any persons the Authority or the Board considers appropriate.
- 117. A committee shall conform to any requirements imposed by the Authority or the Board including any reporting or other functions that are required by the Authority or the Board.
- 118. The meetings and proceedings of committees shall be governed by these Rules as far as applicable and not superseded by any requirements imposed by the Authority or the Board under these Rules.

Convening of Meetings

- 119. Meetings of the Authority are to be held at the times and places determined by the Authority subject to Rules 139 and 150.
- 120. Meetings of the Board are to be held at the times and places determined by the Board.

Attendance

- 121. (a). The Board Chair shall attend meetings of the Authority and shall provide information as required.
- (b). The auditor and the Comptroller are entitled to attend General Meetings of the Authority and be heard on any part of the business of the meeting which relates to their responsibilities.
- 122. Any Councillor or General Manager of a Member who is not a Representative or Proxy and any employee of a Member and any Director is entitled to attend the Annual

General Meeting of the Authority but is not entitled to vote.

123. A General Meeting of the Authority and a meeting of the Board will not be open to the public.
124. The Chief Executive Officer shall attend meetings of the Board and shall provide information as required.

Quorum

125. There is a quorum at a General Meeting of the Authority if:
 - (a). where the total number of Representatives is four or more, a minimum of three Representatives are present in person at the meeting and who collectively are entitled to exercise 50% or more of the votes; or
 - (b). where the total number of Representatives is three or fewer, all Representatives are present at the meeting.
126. There is a quorum at a meeting of the Board if:
 - (a). where the total number of Directors is four or less, at least two Directors are present at the meeting; or
 - (b). where the total number of Directors is five, more than half of the members of the Board are present at the meeting.
127. The only business that may be transacted at a meeting if the requisite quorum is not present is:
 - (a). the election of a person to chair the meeting if the Chair or Board Chair, as appropriate, is absent; and
 - (b). the adjournment of the meeting.
128. If within 30 minutes after the time specified for a General Meeting of the Authority or for a meeting of the Board a quorum is not present, the meeting is to be adjourned to a date, time and place as determined by the Chair or Board Chair, as appropriate, within 14 days of the adjourned meeting. If, at the adjourned meeting, a quorum is not present within 30 minutes after the time specified for holding the meeting, the meeting is to be dissolved.
129. If a Representative, Proxy or Director is excluded under Rule 88 from being present at a meeting of the Authority or of the Board and taking part in the consideration and decision of the Authority or the Board in relation to a matter, a quorum for the purposes of considering and making a decision in relation to that matter is constituted by the number of Members votes or Directors specified as constituting a quorum less the number of Members votes or Directors so excluded.

Chair

130. (a). Subject to subrule (b), the Chair holds office for a term commencing at one Annual General Meeting and concluding at the Annual General Meeting in the calendar year two years after the appointment unless the Members at a General

Meeting earlier remove the Chair by special resolution.

- (b). The Chair may be appointed at any time other than as provided in subrule (a), with the appointment concluding at the second Annual General Meeting after the appointment.

- 131. The Chair is entitled to chair every General Meeting of the Authority.
- 132. If the Chair is not present for the meeting, the meeting is to elect a chair for that meeting with authority to conduct the meeting as if they were the Chair.

Board Chair

- 133. The Board Chair is entitled to chair every meeting of the Board.
- 134. If the Board Chair is not present for the meeting, the meeting is to elect a chair for that meeting with authority to conduct the meeting as if they were the Board Chair.

Conduct of Meetings of the Authority

- 135. At least one General Meeting of the Authority is to be held in each quarter of the year.
- 136. Subject to the provisions of these Rules, the Chair is to determine the general conduct of and procedure at General Meetings of the Authority.
- 137. If the Chair considers it necessary or desirable for the proper and orderly conduct of the meeting, the Chair may demand the cessation of debate or discussion on any business, question, motion or resolution being considered by the meeting and require the business, question, motion or resolution to be put to a vote.
- 138. The Representatives are to adopt procedures which are considered necessary or desirable for the proper and orderly conduct of meetings including the proper and orderly casting or recording of votes at any General Meeting of the Authority. In the absence of such procedures the Chair may require the adoption of any procedures which the Chair considers necessary or desirable for the proper and orderly casting or recording of votes at any General Meeting of the Authority.
- 139. A Representative may participate in a meeting of the Authority by telephone, electronic mail or other electronic means, or any other means of communication provided by the Authority. A Representative who participates by such means shall be taken to have been present at the meeting.
- 140. The Authority may allow a person who is not a Representative to attend and participate in (but not to vote at) a meeting of the Authority for the purpose of advising or informing it on any matter.

Adjournment of a Meeting of the Authority

- 141. The Chair during the course of a General Meeting of the Authority may, with the approval of a majority of the Representatives present, adjourn the meeting to another time or place.
- 142. The Chair may, with the approval of a majority of the Representatives present, adjourn or defer any business, motion, question or resolution being considered or remaining to

be considered by the meeting or any debate or discussion and may adjourn any business, motion, question, resolution, debate or discussion either to a later time at the same meeting or to an adjourned meeting.

143. No business may be transacted at any adjourned meeting other than the business left unfinished at the meeting at which the adjournment took place.
144. Any adjourned meeting shall be held within 14 days of the adjourned meeting unless the majority of Representatives present agree otherwise. If the adjournment is for more than 30 days, notice shall be given of the adjourned meeting.

Voting at Meetings of the Authority and of the Board

145. Each:
 - (a). particular Member by its Representative is entitled to cast the number of votes determined in accordance with Rule 63 on each matter considered at meetings of the Authority;
 - (b). Director is entitled to cast one vote on each matter considered at meetings of the Board.
146. A question arising at a meeting is determined by a Simple Majority of the votes of Representatives or Directors present and able to vote at the meeting unless otherwise specified in the Rules.
147. A tied vote results in the question being determined in the negative.
148. A vote is to be taken in such manner as the Chair or the Board Chair directs.

Declaration of Vote

149. The Chair or the Board Chair may declare that a resolution has been carried or lost by:
 - (a). a declaration by the Chair or the Board Chair that a resolution has been carried, carried by a specified majority, or lost; and
 - (b). an entry to that effect in the Minutes of the meeting,which is conclusive evidence of the fact without proof of the number or proportion of the votes in favour of or against the resolution.

Resolution in Writing or by Electronic Means

150. A resolution in writing signed by a Simple Majority of Representatives or Directors entitled to vote on a resolution or a resolution transmitted to the Secretary by electronic mail or other electronic means is taken to have been passed at a duly called and constituted General Meeting of the Authority or meeting of the Board. The resolution is taken to have been determined on the day upon which it is transmitted by the Secretary to the Representatives or Directors.
151. A resolution of the type referred to in Rule 150 may consist of several documents in the same form, each signed by one or more Representatives or Directors.
152. If a majority of Representatives or Directors do not agree to the procedure in Rule 150,

no resolution can be passed in this manner.

Special Resolutions

153. The Authority shall resolve a matter by special resolution if required by these Rules.
154. A matter may be resolved by special resolution only if:
 - (a). it is passed at a General Meeting of the Authority, of which at least 14 days written notice has been given specifying the intention to propose the resolution as a special resolution; and
 - (b). it is passed by a majority of at least 75% of the votes which may be cast at the meeting.

Minutes and Papers

155. The Authority and the Board are to ensure that Minutes of their meetings are duly recorded by the Secretary.
156. The Minutes are to include:
 - (a). the names of the Representatives or Directors present at General Meetings or meetings of the Board; and
 - (b). the persons present at any committee meeting.
157. The Minutes are to also include a record of:
 - (a). resolutions and proceedings of General Meetings of the Authority and meetings of the Board; and
 - (b). meetings of any committee.
158. The Minutes of any meeting, signed by the chair of the relevant meeting or by the chair of the next succeeding meeting, is evidence of the matters stated in the Minutes.
159. The Minutes of Authority and Board meetings and all papers and reports considered by the Authority and by the Board are to be classified (in whole or in part) by the Secretary as "Open" or "Commercial-in-Confidence".
160. Minutes, papers and reports marked "Commercial-in-Confidence" are, unless the Authority or the Board agrees otherwise, to be made available only to Representatives, Proxies and Directors and, through the 'closed agenda', to Members.
161. The Secretary will provide:
 - (a). in respect to each Authority meeting:
 - (i). prior to each meeting, a copy of all papers and reports to be considered by the Authority; and
 - (ii). as soon as practicable after each meeting, a copy of the draft Minutes, to:
 - A. Representatives and Proxies;

- B. Directors;
 - C. General Managers of Members for the information of Councillors and relevant Member employees;
 - D. the auditor;
 - E. the Chief Executive Officer.
- (b). in respect to each Board meeting:
- (i). prior to each meeting, a copy of all papers and reports to be considered by the Board; and
 - (ii). as soon as practicable after each meeting, a copy of the draft Minutes, to:
 - A. Directors; and
 - B. the Chief Executive Officer.

Exclusion of Chief Executive Officer and Others from Certain Deliberations

162. A person under consideration by the Authority for appointment or re-appointment as the Secretary or by the Board for appointment or re-appointment as Chief Executive Officer shall not be present during any deliberation of the Authority or the Board or at the time the Authority or Board makes a decision, in relation to:
- (a). the appointment or re-appointment; or
 - (b). the determination or application of any terms or conditions on which the Secretary or the Chief Executive Officer holds office; or
 - (c). the approval of the Chief Executive Officer engaging in paid employment outside the duties of the office of Chief Executive Officer; or
 - (d). the termination of the appointment of the Secretary or the Chief Executive Officer.
163. The Board may in its discretion request the Chief Executive Officer to leave the meeting at other times.

Validity of Proceedings

164. An act or proceeding of the Authority or the Board or of any person acting under any direction of the Authority or the Board is not invalid by reason only that at the time the act or proceeding was done, taken or commenced, there was a vacancy in the membership of the Authority or the Board.
165. Any act and proceeding of the Authority or the Board or of any person acting under any direction of the Authority or the Board is valid even if:
- (a). the appointment of a Representative, Proxy or Director was defective; or
 - (b). any person appointed as a Representative, Proxy or Director was disqualified from acting as, or incapable of being, a Representative, Proxy, Director as

applicable.

PART 6 - CHIEF EXECUTIVE OFFICER AND OTHER EMPLOYEES

Appointment and Removal of Chief Executive Officer

166. The Board may appoint a person to be Chief Executive Officer.
167. The Chief Executive Officer is to be appointed by the Board at a duly constituted meeting.
168. The Chief Executive Officer may be an employee of a Member.
169. The office of the Chief Executive Officer is vacated upon the Chief Executive Officer:
 - (a). being convicted on indictment of an offence that concerns the making, or participation in making, of decisions that affect the whole or a substantial part of the business of the Authority, or concerns an act that has the capacity to affect significantly the Authority's financial standing;
 - (b). being convicted of an offence that is punishable by imprisonment for a period greater than 12 months or involves dishonesty and is punishable by imprisonment for at least 3 months;
 - (c). becoming an undischarged bankrupt under the law of Australia, its external territories or another country;
 - (d). executing a personal insolvency agreement under Part X of the *Bankruptcy Act 1966* or a similar law of an external Territory or a foreign country, and the terms of the agreement have not been fully complied with;
 - (e). resigning office by notice in writing to the Board Chair;
 - (f). being prohibited from being a director of a company under the *Corporations Act 2001* (Cth); or
 - (g). being elected as a Councillor of a Council.

Remuneration of Chief Executive Officer

170. The Chief Executive Officer will be paid such remuneration as the Board at a duly constituted meeting from time to time determines.

Travel and Other Expenses

171. The Chief Executive Officer is entitled to be paid from Authority funds all reasonable travel, accommodation and other expenses incurred by the Chief Executive Officer while engaged on the business of the Authority.

General Powers and Responsibilities of Chief Executive Officer

172. The Chief Executive Officer is responsible to the Board Chair for the general administration and management of the Authority and, in particular, for the determination of the number and types of employees and the terms and conditions of

employment, consistent with the approved budget.

173. The Board may delegate to the Chief Executive Officer, with or without conditions, any of the functions and powers that are within the power of the Board or that have been delegated to the Board by the Authority (including any specified power of on-delegation of those functions and powers) and are not by these Rules or by legislation directed or required to be exercised or done by the Authority in General Meeting.
174. The Chief Executive Officer is to exercise all powers and functions delegated by the Board in writing to be performed by the Chief Executive Officer.
175. The Chief Executive Officer may delegate any of his or her functions and powers as authorised by the Board to any person that has been appointed to assist the Board in performing and exercising its functions and powers.
176. The Chief Executive Officer shall ensure that the business and affairs and those functions and powers of the Board that the Board has specified are to be carried out by the Chief Executive Officer are managed and conducted in a manner that is in accordance with the Principal Objectives and Goals set out in Rule 8, with the Business Plan of the Authority, and with sound commercial practice.
177. The Chief Executive Officer shall provide advice information and assistance to the Board concerning its specified functions and powers (including any functions and powers delegated to it by the Authority), including such assistance as the Board may require with preparation of the Business Plan.
178. The Chief Executive Officer is to manage the resources of the Authority, and may be appointed as Comptroller.
179. The Board may require the Chief Executive Officer to attend all meetings of the Board.

Particular Responsibilities

180. The Chief Executive Officer shall undertake the following particular responsibilities to the satisfaction of the Board:
 - (a). provide advice to the Board with respect to its functions and powers;
 - (b). coordinate and implement the objectives, policies, programs and decisions of the Authority and of the Board;
 - (c). prepare or assist in the preparation of strategic, business, marketing and operational plans for the Board;
 - (d). identify, pursue and implement development and commercial opportunities to the betterment of the organisation;
 - (e). manage the day-to-day trading activities of the Authority;
 - (f). prepare or oversee preparation of financial and other reports and maintain records/reports requested by the Board;
 - (g). provide public or media statements on matters relating to the organisation;

- (h). represent the organisation on State or Regional committees regarding waste treatment and management and other matters related to the Authority's trading activities;
- (i). initiate, develop and promote policies, practices and processes for the effective and efficient allocation and control of resources (human and financial) for the Board's operational activities;
- (j). undertake risk management, environmental management and community liaison;
- (k). establish, and review and update where necessary, preventative maintenance programs for all machinery, plant and infrastructure associated with the organisation;
- (l). provide leadership and management of employees and contractors involved, manage performance, and provide support for employees supervised;
- (m). implement and monitor the organisation's Work Health and Safety policies environmental policies, procedures and programs;
- (n). adhere to all policies and procedures in relation to environment, Work Health and Safety, and administration;
- (o). ensure that environmental management is established and maintained in accordance with relevant legislation, Environmental Approvals, and other permits, licences and notices;
- (p). review and report on the performance of environmental management, including recommendations for improvement and compliance with relevant legislation, Environmental Approvals, and other permits, licences and notices;
- (q). provide induction training for newly appointed Representatives, Proxies and Directors;
- (r). report to the Board on operations and performance against the Business Plan in general terms and on specific current initiatives; and
- (s). perform other duties that are within the limits of his or her skill, competence and training.

Strategic and Business Plans

181. Under the direction of the Board:

- (a). the Chief Executive Officer shall, by 31 May in each year, prepare and annually update a Strategic Plan that sets out the strategic priorities of the Authority for the forthcoming five years for the approval of the Authority by 30 June in each year;
- (b). the Chief Executive Officer shall, by 31 May in each year, prepare a draft Business Plan for the financial year commencing on the following 1 July for the approval of the Authority by 30 June in each year.

182. The Business Plan shall:
- (a). contain a summary of the projected financial results of the Authority in respect of the current financial year and the financial year covered by the Plan;
 - (b). include a draft budget for the financial year covered by the Plan;
 - (c). include an estimate of any dividend that is likely to be recommended in respect of the current financial year;
 - (d). specify the undertakings and assets that are the main undertakings of the Authority, and include a list of all major current contracts and proposed tenders and major contracts;
 - (e). include an estimate of any financial commitments likely to be required from Participating Councils in the financial year following the year covered by the Plan which is to be supplied to Participating Councils by 28 February of each financial year;
 - (f). be in a form and contain all such information that a reasonable Authority would require to be contained in a Business Plan in respect of a business of similar size and nature; and
 - (g). be consistent with the Principal Objectives and Goals.
183. The Business Plan shall include performance measures, and reflect these measures in reporting the achievement of strategic outcomes and objectives for the year.
184. Intentionally Omitted.
185. The Chief Executive Officer shall provide the draft budget to Members before 31 March in each year for information, comment and feedback prior to the preparation of the final Business Plan for submission to the Board.
186. Following receipt of any comments from Members, the Chief Executive Officer shall, if necessary, revise the draft Business Plan and shall present the revised Business Plan to the Board for consideration.
187. The Chief Executive Officer shall review the draft Business Plan in accordance with any comments from the Board prior to its submission to the Authority for approval.
188. Once approved by the Board, the Business Plan shall be provided by the Secretary to the Authority at its next meeting for review and approval.
189. A General Meeting of the Authority shall review the Business Plan prepared by the Chief Executive Officer for the succeeding financial year before 30 June in each year.
190. Once approved by the Authority:
- (a). subject to any commercially sensitive aspects being separated into a separate section and marked 'commercial in confidence', the Business Plan shall be provided to each Member; and
 - (b). the Strategic Plan and the Business Plan shall be submitted to the Annual

General Meeting for noting.

191. Intentionally omitted.
192. The Authority's Annual Reports shall be made available to the public on the Authority's website.

Quarterly and Other Reports

Quarterly Report to Authority

193. The Chief Executive Officer is to provide the Board with a quarterly report which includes, in relation to the Authority:
 - (a). a report on general performance;
 - (b). a report on financial performance;
 - (c). a statement of statutory and environmental compliance;
 - (d). a report on performance in meeting the Principal Objectives and Goals;
 - (e). a report on performance under its Business Plan; and
 - (f). a report on any matters specifically identified by the Authority or significant issues arising from delegated functions.
194. Once approved by the Board, the Quarterly Report shall be provided to the Authority at its next meeting for endorsement.
195. Intentionally omitted.
196. Quarterly financial reporting shall include a comparison of actual performance against the budget.
197. The Chief Executive Officer is required to submit to the Board the report referred to in Rule 193 as soon as practicable after the end of March, June, September, and December in each year.

Compliance with Statutory Requirements

198. The Chief Executive Officer, in April of each financial year, shall provide a report on compliance in the preceding financial year with statutory requirements, including performance in meeting stated functions and objectives.

Contractual Obligations

199. The Chief Executive Officer shall prepare, maintain and adhere to guidelines and negotiating parameters approved by the Authority or by the Board for the conduct of contract negotiations.
200. The Board, in April of each financial year, shall review the Authority's compliance with its contractual obligations, with a subsequent report by the Authority to Members on compliance.

Policy Development

201. In the development of strategic policy, the Authority, through the Secretary, shall provide draft papers for consideration and comment by Members with any comment received being taken into account in the preparation of final proposals for endorsement by the Authority.

Employees of the Authority

202. The Chief Executive Officer may if authorised by the Authority appoint a person or persons to assist the Authority and the Board in performing and exercising their functions and powers.
203. The Chief Executive Officer is to establish and maintain appropriate policies and procedures related to employees of the Authority.

Secretary

204. The Authority is to appoint a person to be Secretary of the Authority, and that person shall also be Secretary of the Board.
205. The Secretary may be the Chief Executive Officer or an employee of a Member.
206. Subject to Rule 207:
- (a). the Chair may appoint a person as Acting Secretary, if the Secretary is absent or otherwise unable to perform the functions of Secretary, for the period the Secretary is absent or unable to perform the functions of Secretary; and
 - (b). the Acting Secretary has the powers and functions of the Secretary for the period of the appointment.
207. If the Secretary is absent or intends to be absent for more than a calendar month the Chair's decision to appoint an Acting Secretary in accordance with Rule 206 is to be ratified at the next meeting of the Authority.

Duty to Notify Authority of Adverse Developments and Reports

208. The Chief Executive Officer shall immediately notify the Board after the Chief Executive Officer becomes aware of any development that may:
- (a). significantly affect the financial viability or operating ability of the Authority;
or
 - (b). significantly affect the Authority in an adverse manner.

PART 7 - FINANCIAL ARRANGEMENTS, ACCOUNTS & AUDIT

Authorised deposit taking institution accounts

209. The Board may open and operate any authorised deposit taking institution accounts it considers necessary, provided that:

- (a). those authorised deposit taking institution accounts comply with the requirements in Section 81 of the Act; and
- (b). the opening of the authorised deposit taking institution account is reported to the next General Meeting of the Authority.

Financial Contributions and Revenue

210. Other than payments for gate fees based on tonnage for waste or refuse disposal at the Site, Members are not required to make any Proportionate Payment to the Authority, unless the Authority on the advice of the Board directs that this is necessary for the operational needs of the Authority.

Investment

211. The Board may invest money in accordance with an investment policy approved by the Authority:
- (a). in any manner in which a trustee is authorised by law to invest trust funds;
 - (b). in any investment the Treasurer approves; or
 - (c). in any other manner or investment that satisfies the provisions of the Act for the investment of money by Councils.

Borrowing

212. The Authority may not raise a new loan in any financial year exceeding any amount the Treasurer determines for that financial year.
213. (a). The Authority shall not raise a loan or obtain any form of financial accommodation unless the proposed loan or financial accommodation is first approved by special resolution.
- (b). The Board may not raise any loan or obtain any form of financial accommodation without the express consent of the Authority.

Accounting records

214. The Board shall keep accounting records in accordance with the *Financial Management and Audit Act 1990* (Tas).
215. The Board shall keep such accounting records that correctly record and explain its transactions and financial position and keep those records in a manner that:
- (a). allows true and fair accounts of the Authority to be prepared from time to time;
 - (b). allows the Authority's accounts to be conveniently and properly audited or reviewed; and
 - (c). complies with Australian Accounting Standards and other mandatory professional reporting requirements.

Financial statements

216. Within 60 days after the end of each financial year the Chief Executive Officer shall

prepare the financial statements of the Authority relating to that financial year including:

- (a). an operating statement for the financial year; and
- (b). a statement of financial position as at the end of the financial year; and
- (c). a statement of cash flows for the financial year; and
- (d). statements, reports and notes attached to or intended to be read with the financial statements.

Audit

- 217. The accounts and financial reports of the Authority are subject to the *Financial Management and Audit Act 1990* (Tas).
- 218. The accounts and financial reports of the Authority are to be audited in accordance with the *Financial Management and Audit Act 1990* (Tas).

PART 8 - DIVIDENDS AND OTHER PAYMENTS

Declaration of Dividend

- 219. The Representatives in General Meeting may, on the advice of the Board, declare a dividend in respect of the results of the financial transactions of the Authority during each financial year that is to be distributed to the Members. The dividend is to be paid by the end of each following financial year.
- 220. The dividend may be paid only out of profits in accordance with the principle of real capital maintenance and after payment of guarantee fees and tax equivalents.

Distribution of Dividends

- 221. The dividend shall be distributed only to the Members in proportion to their respective shares or interest in the equity of the Authority as set out in the Equity Interest Register.

Distribution of Other Payments

- 222. Any payments the Authority receives from the Treasurer or the Comptroller are to be distributed in accordance with Rule 223 after deduction therefrom of any amount of such payment to which the Authority is entitled.
- 223. If any payment referred to in Rule 222 can reasonably be categorized as being referable to the Land, the balance of the payment, after any entitlement due to the Authority, is to be distributed between the Owner Councils in proportion to their respective interests in the Land set out in the Ownership Interest Register. If such payments can reasonably be categorized as being referable to the operations of the Authority, the balance of the payment, after any entitlement due to the Authority, is to be distributed between the Members in the same proportions to their respective shares/interest in equity set out in the Equity Interest Register.

PART 9 - MISCELLANEOUS

Immunity from Liability

224. The Authority shall, to the extent permitted by law, indemnify a person who is, or has been, an officer against any liability incurred by that person in his or her capacity as an officer to a person other than the Authority.
225. To the extent permitted by law, the Authority indemnifies each officer against:
- (a). liability incurred by the officer in his or her capacity as an officer of the Authority to a person other than the Authority unless the liability arises out of conduct on the part of the officer which involves a criminal act, lack of good faith, or a malicious act or omission; and
 - (b). any liability for costs and expenses incurred by the officer in his or her capacity as an officer of the Authority:
 - (i). in defending any proceedings in which judgment is given in favour of the person or in which the person is acquitted; or
 - (ii). in connection with an application, in relation to those proceedings, in which a court granted relief to the person,

except where such proceedings or application arises out of or is connected with conduct of the type referred to in Rule 225(a).
226. In Rules 224, 225 and 227 "officer" includes a Representative, a Director, the Chief Executive Officer, the Secretary, the auditor, the Comptroller, and any other person employed by the Authority.

Insurance Premiums

227. The Authority may, on the advice of the Board, pay a premium on a contract insuring a person who is, or has been, an officer against liability other than a liability arising out of the type referred to in Rule 225(a).

Notices

228. Any notice required to be given to a person under these Rules is effectively given and is taken to be received if it is:
- (a). delivered by hand to the person; or
 - (b). left at, or sent by post to, the person's postal or residential address or place of business or employment last known to the giver of the document; or
 - (c). sent by way of electronic mail to the person's electronic mail address last known to the giver of the document.
229. Any notice required to be given to a Member under these Rules is effectively given and taken to be received if it is:
- (a). left at, or sent by post to, the Council Offices of that Member; or

- (b). sent by way of electronic mail to that Member's electronic mail address.

Seal and Execution of Sealed Documents

230. (a). The seal of the Authority is to be in the form of a rubber stamp, inscribed with the name of the Authority and the words "Common Seal".
- (b). The seal shall remain in the custody of the Secretary.
- (c). The seal of the Authority shall not be affixed to any instrument except by resolution of the Authority.
- (d). Documents that are sealed by the Authority are to be attested by:
- (i). the signatures of one Representative appointed for that purpose by the Authority and of the Secretary; or
 - (ii). if the Secretary is a party to the document to be sealed, two Representatives of the Authority appointed for that purpose by the Authority,
- and that attestation is sufficient for all purposes that the seal was affixed by resolution of the Authority.

Amendment of Rules

231. (a). These Rules may only be amended by a special resolution of Representatives and subsequently by a majority of Members.
- (b). In addition to the requirements in sub-rule (a) the Authority must comply with the requirements of sections 31 and 32 of the Act unless the amendments are:
- (i). of a technical or administrative nature; and
 - (ii). do not significantly alter the purpose or objectives of the Authority; and
 - (iii). do not significantly alter the interaction between the Authority and the public.
232. The Rules shall be subject to a review at least every five years and be updated to reflect contemporary best practice and the requirements of Members.

Winding Up

233. The Authority may be wound up:
- (a). as provided in the Act; or
 - (b). if no provision is made in the Act, where a General Meeting resolves by special resolution that it be wound up.

Surplus

234. On the winding up of the Authority, the person appointed to administer the winding up shall distribute any assets or proceeds between the Members that remain after payment of the expenses of the Authority.

235. The assets to be distributed to Members are to be apportioned according to their share/interest in equity set out in the Equity Interest Register.

Insolvency

236. In the event of the insolvency of the Authority, the Members are responsible for the liabilities of the Authority. The liability of each Member to be calculated using their Independently Verified Annual Share of Municipal Waste disposed of at the Site at the earlier date of:
- (a). the resolution or decision to wind up;
 - (b). the decision, direction or approval of the Minister for the winding up.

Liabilities of the Authority

237. Each Member is responsible for any liabilities of the Authority apportioned according to their Independently Verified Annual Share of Municipal Waste at the date when the liability was incurred.

Rates

238. The Authority is to pay to the Sorell Council the rates and charges associated with the Land whether or not it leases all of the Land and whether or not all the Land is used as a landfill disposal site.

Ownership and Lease of the Copping Refuse Disposal Site

239. The Owner Councils are to lease to the Authority the Land on the following terms:
- (a). for an initial term of fifty (50) years;
 - (b). at a rental (determined, if necessary, by an independent qualified valuer) representing the fair market rental for the Site; and
 - (c). such other usual terms and conditions as would be usual and appropriate for such a lease.

Documentation

240. All of the Authority's and the Board's electronic and hardcopy documentation ("documentation") shall be adequately secured by appropriate means including appropriate back-up arrangements off site in a location agreed by the Authority and Lease Administrator to ensure the information is safely secured and may be retrieved if for any reason it is not available from other business records. If the parties are not able to agree on a suitable location then, the documentation is to be stored at the Clarence City Council's offices.
241. The Authority grants the Members a licence to copy, reproduce and distribute in whole or in part to any person acting on behalf of the Members any documentation that is provided to the Members by the Authority.

Business Name of the Authority

242. The Authority and the Board are to use a business name for the Authority (the “approved business name”), and shall not use any other name for the Authority other than that name.
243. Until determined otherwise by special resolution of the Authority, the approved business name shall be ‘Southern Waste Solutions’.
244. The approved business name is to be used by the Authority and the Board on formal documentation, and in advertising, promotion, sponsorship, marketing of the Authority and related activities.
245. The approved business name is to be registered by the Authority (whether as a business name, domain name, or other registered name) in the name of the Authority or the Members as required by the Lease Administrator.
246. The Authority and the Board shall not sub-license, sub-let, transfer or otherwise enter into any commercial arrangement or understanding with any other person regarding the approved business name, without the prior written approval of the Lease Administrator.

SCHEDULE 1: PROPORTIONATE PAYMENTS AND SHARES

Proportionate Payments

- 1 Each Member will on the Authority's request pay their applicable Proportionate Payments calculated in accordance with their Independently Verified Annual Share of Municipal Waste disposed at the Site.

Interests

At 1 July 2017 the relevant interest of Members are as follows:

Equity Interest Register

Member	Share/Interest
Clarence City Council	48%
Sorell Council	24%
Tasman Council	8%
Kingborough Council	20%

Ownership Percentage Register

Owner Council	Percentage/Share
Clarence City Council	60%
Sorell Council	30%
Tasman Council	10%

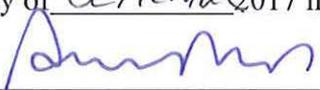
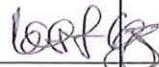
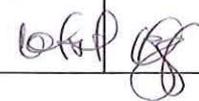
Annual Share of Municipal Waste Register

Member	Share/Interest
Clarence City Council	50%
Sorell Council	16%
Tasman Council	5%
Kingborough Council	29%

Voting Rights Register

Member	Votes
Clarence City Council	4
Sorell Council	2
Tasman Council	1
Kingborough Council	2

EXECUTION BY THE SUBSCRIBING COUNCILS

<p>The Common Seal of the CITY OF CLARENCE was affixed this <u>9th</u> day of <u>NOVEMBER</u> 2017 pursuant to a resolution of the Council made the <u>25th</u> day of <u>SEPTEMBER</u> 2017 in the presence of: </p>	<p>Corporate Secretary and/or Mayor and/or General Manager</p>
<p>The Common Seal of the KINGBOROUGH COUNCIL was affixed this <u>28th</u> day of <u>NOVEMBER</u> 2017 pursuant to a resolution of the Council made the <u>25th</u> day of <u>SEPTEMBER</u> 2017 in the presence of: </p>	<p>Corporate Secretary and/or Mayor and/or General Manager</p> 
<p>The Common Seal of the SORELL COUNCIL was affixed this <u>28th</u> day of <u>NOV</u> 2017 pursuant to a resolution of the Council made the <u>17th</u> day of <u>OCTOBER</u> 2017 in the presence of: </p>	<p>Corporate Secretary and/or Mayor and/or General Manager</p> 
<p>The Common Seal of the TASMAN COUNCIL was affixed this <u>28th</u> day of <u>NOV</u> 2017 pursuant to a resolution of the Council made the <u>27th</u> day of <u>SEPTEMBER</u> 2017 in the presence of: </p>	<p>Corporate Secretary and/or Mayor and/or General Manager</p> 



COPPING REFUSE DISPOSAL SITE JOINT AUTHORITY

Trading As

SOUTHERN WASTE SOLUTIONS

ANNUAL REPORT

30 JUNE 2019

**REPORT OF THE CHAIR OF THE JOINT AUTHORITY FOR THE
FINANCIAL YEAR ENDED 30 JUNE 2019**

During the 2018-19 financial year the Joint Authority continued to consolidate its financial sustainability through its operating business Southern Waste Solutions. It is a positive sign that the business is maturing and so is in a position to explore other opportunities in waste management.

Southern Waste Solutions again improved its financial performance by maintaining a rigorous preventive maintenance program and upgrading some of its key waste transfer station assets to facilitate significant increased throughput and reliability at its Lutana Waste Transfer Station.

C Cell Pty Ltd as Trustee also made a positive contribution to the 2018-19 consolidated financial result.

During the year the Authority approved funding for construction of a pilot wetland leachate treatment system. This system will use endemic plants to treat leachate to a level where it will be suitable for irrigation, subject to satisfactory test results of the treated product.

Strategic and business planning

The Authority's Strategic and Business Plans have been reviewed and updated to ensure that it continues to maximise its sustainability while operating efficiently and in accordance with all legislative and regulatory obligations. The Plans aim to ensure that Participating Councils' investments are protected and maximised through prudent business management of existing activities and identification of appropriate potential business opportunities. The revised Strategic and Business Plans will be presented to the Authority for approval at the Annual General Meeting as required by the Authority Rules.

Financial performance

The Authority recorded a consolidated net surplus before tax of \$2,872,978 for the financial year ended 30 June 2019. The result was better than budget, primarily due to increased throughput at the Lutana Waste Transfer Station and to the continued receipt of low level contaminated soil originating from building sites in the Hobart CBD.

There are no exceptional financial events to report.

The 2018-19 financial statements have been audited and the Tasmanian Audit Office has issued an unqualified audit opinion for the financial year.

Governance

The Authority has not encountered any governance or risk issues of significance during the 2018-19 financial year.

C Cell Pty Ltd

The Authority established C Cell Pty Ltd to act as Trustee of the C Cell Unit Trust. The Authority holds 60% of the Units in the Trust, which oversees the operation of the C Cell at Copping.

The Category C Cell opened its gates during 2018-19 and exceeded budget for the financial year.

Conclusion

On behalf of the Joint Authority, I thank the members of the Board, the CEO, the Secretary and all SWS employees for their hard work and dedication during the past year.



Mayor Kerry Vincent
CHAIRMAN
COPPING REFUSE DISPOSAL SITE JOINT AUTHORITY

11 October 2019

SOUTHERN WASTE SOLUTIONS

ANNUAL REPORT OF THE BOARD OF DIRECTORS 2018-19

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On behalf of the directors I present the annual report of the Southern Waste Solutions Board for the 2018-19 financial year.

The Board held nine meetings during the 2018-19 year, these being on: 18 July, 15 August, 19 September, 29 October, 14 November, 12 December, 20 February, 3 April and 26 June.

In addition to ordinary Board meetings, the Board held 2 electronic meetings, on 4 July and 22 May.

The Board's Audit Committee held two meetings, on 19 September and 26 June.

The Chair and on occasion other directors, attended the quarterly meetings of the Copping Refuse Disposal Site Joint Authority to present reports, provide advice and answer queries in relation to the operation of the Southern Waste Solutions trading entity.

The Directors, Chief Executive Officer (CEO) and Secretary, individually and collectively, attended various other meetings covering a range of topics with multiple stakeholders; including member Councils, service providers, regulatory authorities, potential new customers and professional advisors, with the aim of developing the Southern Waste Solutions business. In addition, the Chair and CEO held regular monthly one on one briefing meetings (with an agenda but un-minuted).

The Authority Chair, Board members, CEO and Secretary met in February 2019 to workshop and update the Strategic Plan. The workshop and planning process assists to identify business opportunities and emerging risks. The annual Business Plan and other related documents were amended to align with the revised Strategic Plan. The updated Strategic Plan and annual Business Plan were provided to the Authority for approval in accordance with the requirements of the CRDSJA Rules.

The C Cell opened its gates in November 2018 and realised a trading profit for its first (part) year of operation. The Board of C Cell Pty Ltd, comprising three Southern Waste Solutions Directors and two other directors (of which there is one position vacant) met on 18 July, 29 October and 3 April.

Southern Waste Solutions has continued to develop its business as reflected in the financial results. There remains a focus on preventive maintenance, coupled with improved business processes and procedures. The latter has led to enhanced capacity and increased use of facilities by clients seeking reliable waste transfer and disposal. This has resulted in continued above budget financial returns.

It is the opinion of the Directors that during the year being reported, the business and affairs of the Authority, and the functions and powers delegated to the Board have been carried out in the manner prescribed under Rule 11.

Based on the available information, the Directors believe that the business was managed during the 2018-19 year in a compliant and commercially sound manner under the day to day management of the CEO, with the support of the Board. Furthermore, it is the view of the Directors the business has been managed in alignment with the prevailing Strategic and Business Plans, and in accordance with all relevant permits, licences and governing legislation.

The Board has sought to provide all relevant advice, information and assistance to the Authority. The Directors also consider that the Board has effectively fulfilled its other required functions as expressed in Rule 11, including provision of reports, management of resources, employment of senior staff, the maintenance of appropriate policies and procedures, and the application of environmentally sound principles in all its activities.

It is submitted to the Joint Authority that the Board has adequately met the challenge of informing itself about all the relevant elements of the business in meeting its obligations under the Rules of the Authority.

Lastly, the Board acknowledges the support it received from the Authority members during the 2018-19 trading year.



Ron Ward
BOARD CHAIR
SOUTHERN WASTE SOLUTIONS

1 October 2019

Appendix

The following is a statement of the attendance of Board Members at formal board meetings of Southern Waste Solutions during the 2018/19 financial year.

	Meetings Held	Meetings Attended
Ron Ward (Chair)	9	9
John Brennan	9	9
Sue Baker	9	9
Ian Johnston	9	9

COPPING REFUSE DISPOSAL SITE JOINT AUTHORITY
CHIEF EXECUTIVE OFFICER AND COMPTROLLER'S REPORT
For the Year Ended 30 June 2019

The Chief Executive Officer (CEO) and Comptroller of the Copping Refuse Disposal Site Joint Authority presents the annual financial report of the Authority for the financial year ended 30 June 2019.

The CEO reports as follows:

Principal activities

The Authority's principal activities during the financial year were in accordance with Rule 8 and included management and / or operation of the Category B and C landfills located at Copping including ensuring that the site conformed to the Development Proposal and Environmental Management Plans and Permit conditions, management of the landfill balance area, and operation of a waste transfer station and medical waste treatment plant at Derwent Park.

Review of operations

The Authority recorded a profit before income tax of \$2,872,978 for the year ended 30 June 2019 (2018 \$925,761). The 2019 result exceeded budget by approximately 205% (2018 230%).

The 2019 result was positively affected by deliveries of low-level contaminated soil to Copping, combined with sustained high throughput at Lutana.

The Authority owns 60% of the issued units of the C Cell Unit Trust. In the reporting year, the Trust opened the category C landfill cell. The Authority has been contracted to manage the business. The first deliveries were received in November 2018.

Changes in state of affairs

During the financial year, the Authority's subsidiary opened the category C landfill cell at Copping. This cell began receiving deliveries during November 2018.

Subsequent events

There are no subsequent events to report.

Future developments

The Authority is constructing a pilot wetland leachate treatment system at Copping. Construction is expected to be completed before the end of the 2019-20 financial year.

Environmental results

Site monitoring continues to show that no pollutants are leaving the site. Monitoring is conducted quarterly, and results are posted on the web site. The B cell site operators perform very well in all areas, including the ongoing challenge of control of wind-borne litter.

All medical waste sampling results at Lutana were satisfactory.

Health and safety

There were no Lost Time Injuries during the year.

Asbestos continues to be delivered to the Lutana waste transfer station on occasion. Appropriate policies, procedures and training are in place to deal with such incidents. External service providers are used to clear and declare the site safe. Costs of the clean-up are passed on to the customer delivering the asbestos. Asbestos awareness booklets are provided to bin hire businesses to pass on to customers.

A number of loads of medical waste delivered during the year included sealed containers of cytotoxic waste. These are extracted and stored in a locked bin until they can be retrieved by the transporter.

Regular safety audit reports were positive, with only minor issues being raised.

Dividends

No dividends are recommended. This is in line with the Authority's adopted policy of reinvesting profits to fund future infrastructure needs.

Indemnification of officers and auditors

During the year the Authority paid a premium for Directors & Officers Liability/Company Reimbursement Insurance. There has not been any other indemnification of, or agreement to indemnify, an officer or auditor of the Authority during or since the end of the financial year.

Proceedings on behalf of the Authority

No legal proceedings were initiated during, or since the end of, the financial year.

Achievement of goals and objectives

The following progress was made during the 2019 financial year against initiatives for that year outlined in the Strategic and Business Plans:

√ goal achieved; ÷ progress made; X goal not achieved.

Goal 1.1	Maintenance of a financially viable business:	
	Positive return on capital employed.	√
	<i>Return on Assets was 15% for the year ended 30 June 2019.</i>	
	Successfully develop a C cell.	√
	<i>The C cell was completed during the year.</i>	
	Successful operation of the C cell.	√
	<i>The C cell opened its gates during the 2019 financial year and realised a net operating profit.</i>	
	Take a leadership role in the solid waste discussion in Southern Tasmania.	√
	<i>The CEO is Vice President of the Tasmanian Branch of the Waste Management Association of Tasmania. She has been involved in discussions with the Minister, the EPA and the LGAT in relation to waste management strategies for the state.</i>	
	Manage leachate in a manner that positively affects the Balance Sheet.	√
	<i>Leachate was managed on site, with no need to cart offsite for treatment and disposal.</i>	
	Identify future business development opportunities in consultation with the Joint Authority.	√
	<i>Potential opportunities arising from new and developing technology are regularly reviewed.</i>	
	Build effective relationships with the Tasmanian Government and regulatory organisations.	√
	<i>The Board Chair and CEO meet regularly with the Director of the EPA. The CEO participated in a number of workshops and meetings providing input to development of the State's waste strategy.</i>	
	Improve access to capital funding and human resources.	√
	<i>A 15-year asset replacement and refurbishment plan is in place, and a review of other resource requirements was undertaken during the year. Sufficient funding is available.</i>	
Goal 1.2	Achieve sustainable environmental and social outcomes for our communities:	
	Increased waste diversions from inefficient/older facilities.	√
	<i>We are receiving increasing quantities of material that was previously destined for other landfills in the Greater Hobart area.</i>	

	Increase in tonnes diverted from waste transfer stations operated by SWS.	√
	<i>Increased resources has allowed more waste extraction at Lutana.</i>	
	Improved carbon footprint.	√
	<i>Copping landfill's gas is generating power in to the grid, powering approximately 1,500 homes per annum.</i>	
	Undertake community and stakeholder management activities.	√
	<i>Newsletters are regularly sent to communities near the landfill. Site visits are provided to the public on request.</i>	
	No environmental incidents.	√
	<i>There were no environmental incidents during the year.</i>	
Goal 2.1	Maintain compliance across all aspects of the business:	
	Number of breaches (EPN, WHS, Acts, Rules etc).	√
	<i>No breaches occurred during the year.</i>	
Goal 2.2	Ensure that the business is well managed:	
	Report against a Balanced Score Card.	√
	<i>A Balanced Score Card report is presented to the Board every six months.</i>	
	Mitigate high inherent risks identified in the Risk Management Plan.	√
	<i>A comprehensive Risk Management Plan is in place. It is regularly reviewed and updated as required; and reported to the Audit and Risk Committee.</i>	
Goal 2.3	Ensure that shareholders, customers and stakeholders are kept appropriately informed:	
	Performance against management plans.	√
	<i>All plans were adhered to.</i>	

The comptroller reports as follows:

Comptroller

Christine Bell was appointed to the position of Comptroller.

Participating Councils have agreed to reinvest all income tax payments as Proportionate Payments (that is the Authority's equivalent to an equity injection).

During the 2019 financial year, \$1,036,539 (2018 \$181,381) was transferred to equity in relation to income tax payable. The 2018-19 Consolidated Statement of Comprehensive Income includes income tax expense of \$861,893 (2018 \$335,698). As at 30 June 2019 the Authority had a deferred income tax asset of \$1,263,250 (2018 \$1,159,494), a current provision for income tax of \$1,061,684 (2018 \$1,132,573) and a deferred income tax liability of \$750 (2018 \$750).



COPPING REFUSE DISPOSAL SITE JOINT AUTHORITY

Trading As

SOUTHERN WASTE SOLUTIONS

CONSOLIDATED FINANCIAL STATEMENTS

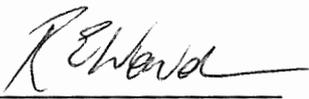
30 JUNE 2019

COPPING REFUSE DISPOSAL SITE JOINT AUTHORITY
BOARD CHAIR'S DECLARATION
For the Year Ended 30 June 2019

The Chair of the Board of Directors for the Copping Refuse Disposal Site Joint Authority declares that:

1. The consolidated financial statements and notes:
 - (a) comply with Accounting Standards, other mandatory professional reporting requirements and the *Local Government Act 1993*; and
 - (b) present fairly the Authority's financial position as at 30 June 2019 and its financial performance for the year ended on that date.
2. In the Chair's opinion there are reasonable grounds to believe that the Authority will be able to pay its debts as and when they become due and payable.
3. At the date of signing the Chair is not aware of any circumstances which would render any particulars included in the financial statements misleading or inaccurate.

This declaration is signed by:



R E Ward
BOARD CHAIR

Dated this 9th day of October 2019.

	Notes	Budget *		2018
		2019	2019	
		\$	\$	\$
Income				
Gate waste receipts		7,220,640	9,254,008	6,908,436
Waste transfer station contracts		430,761	420,978	389,837
Other		393,063	206,800	96,784
Total Income		8,044,464	9,881,786	7,395,057
Expenses				
Employee benefits expenses	3	1,085,135	1,114,341	868,626
Depreciation and amortisation	4	1,347,588	1,353,826	1,171,308
Provision for capping		287,727	328,003	285,451
Borrowing costs expense		169,935	168,441	168,675
Property leases		452,976	247,358	438,403
Other expenses	5	888,355	634,396	667,795
Maintenance and operating costs	6	2,871,270	3,162,443	2,869,038
Total expenses		7,102,986	7,008,808	6,469,296
Surplus for the year before income tax expense		941,478	2,872,978	925,761
Income tax expense (benefit)	21		861,893	335,698
Net surplus			2,011,085	590,063
Total comprehensive surplus for the year			2,011,085	590,063
Attributable to:				
Clarence City Council as owner of parent			915,522	318,726
Sorell Municipal Council as owner of parent			457,761	159,363
Tasman Municipal Council as owner of parent			152,587	53,121
Kingborough Municipal Council as owner of parent			381,468	132,803
			1,907,338	664,013
Clarence City Council as minority interest			82,998	(59,160)
Kingborough Council as minority interest			20,749	(14,790)
			2,011,085	590,063

The above statement should be read in conjunction with the accompanying notes.

* Budget figures have not been audited

COPPING REFUSE DISPOSAL SITE JOINT AUTHORITY
CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 30 June 2019

Page 4

	Notes	2019 \$	2018 \$
ASSETS			
Current Assets			
Cash and cash equivalents	8, 16	5,811,930	3,361,051
Trade receivables	9, 16	1,416,648	820,313
Other		174,653	164,975
Total Current Assets		<u>7,403,231</u>	<u>4,346,339</u>
Non-Current Assets			
Other financial assets	16	100,000	100,000
Property plant & equipment	10	12,033,674	12,279,286
Deferred Income Tax	21	1,263,250	1,159,494
Total Non-Current Assets		<u>13,396,924</u>	<u>13,538,780</u>
TOTAL ASSETS		<u>20,800,155</u>	<u>17,885,119</u>
LIABILITIES			
Current Liabilities			
Trade and other payables	11, 16	1,165,618	1,047,235
Borrowings	12, 16	489,317	545,730
Provision for income tax	21	1,061,684	1,132,573
Provisions	13	262,998	246,693
Total Current Liabilities		<u>2,979,617</u>	<u>2,972,231</u>
Non-Current Liabilities			
Borrowings	12, 16	3,395,793	3,885,110
Provisions	13	1,961,462	1,618,287
Deferred income tax	21	750	750
Non refundable deferred grant income	24	1,986,375	2,000,000
Financial assurance fund	26	19,795	0
Total Non-Current Liabilities		<u>7,364,175</u>	<u>7,504,147</u>
TOTAL LIABILITIES		<u>10,343,792</u>	<u>10,476,378</u>
NET ASSETS		<u>10,456,363</u>	<u>7,408,741</u>
EQUITY			
Contributed equity		3,386,436	2,349,899
Reserves	17	627,000	627,000
Accumulated surplus		4,846,537	2,939,199
Equity attributable to owners of the parent		8,859,973	5,916,098
Attributable to minority interest		1,596,390	1,492,643
TOTAL EQUITY		<u>10,456,363</u>	<u>7,408,741</u>

The above statement should be read in conjunction with the accompanying notes.

	Accumulated Surplus		Contribution by Owners		Reserves	
	2019	2018	2019	2018	2019	2018
	\$	\$	\$	\$	\$	\$
Balance at beginning of financial year	2,939,198	2,275,185	2,349,898	2,168,518	627,000	627,000
Total comprehensive surplus for year	1,907,338	664,013	0	0	0	0
Attributable to minority interest	0	0	0	0	0	0
Contribution by owners	0	0	1,036,538	181,381	0	0
Balance at end of the financial year	4,846,536	2,939,198	3,386,436	2,349,898	627,000	627,000

	Equity Attributable to Owners		Equity Attributable to Minority Interest		Total Equity	
	2019	2018	2019	2018	2019	2018
	\$	\$	\$	\$	\$	\$
Balance at beginning of financial year	5,916,096	5,070,703	1,492,643	1,566,593	7,408,741	6,637,297
Total comprehensive surplus for year	1,907,338	664,013	103,747	(73,950)	2,011,085	590,063
Attributable to minority interest	0	0	0	0	0	0
Contribution by owners	1,036,538	181,381	0	0	1,036,538	181,381
Balance at end of the financial year	8,859,972	5,916,096	1,596,390	1,492,643	10,456,363	7,408,741

The above statement should be read in conjunction with the accompanying notes.

	Notes	Inflows (Outflows) 2019 \$	Inflows (Outflows) 2018 \$
Cash flows from operating activities			
Receipts from customers (inclusive of GST)		10,177,456	8,154,727
Interest		69,855	58,158
Net GST refund (payment)		(441,074)	(52,908)
Finance costs		(163,307)	(162,162)
Payments to suppliers and employees (inclusive of GST)		(5,663,407)	(5,520,626)
Net cash provided by operating activities	15	<u>3,979,523</u>	<u>2,477,189</u>
Cash flows from investing activities			
Payments for property, plant & equipment		(982,914)	(3,273,762)
Capital grant		-	303,027
Proceeds from sale of property, plant & equipment		-	-
Net cash (used) gained in investing activities		<u>(982,914)</u>	<u>(2,970,735)</u>
Cash flows from financing activities			
	25		
Repayments of borrowings		(545,730)	(572,962)
Proceeds from borrowings		-	2,611,533
Contributions from minority interest		-	-
Net cash (used) gained in financing activities	25	<u>(545,730)</u>	<u>2,038,571</u>
Net increase (decrease) in cash held		2,450,879	1,545,025
Cash at beginning of reporting period		3,361,051	1,816,026
Cash at end of reporting period	8	<u>5,811,930</u>	<u>3,361,051</u>

The above statement should be read in conjunction with the accompanying notes.

INTRODUCTION

The Copping Refuse Disposal Site Joint Authority was established on 21 March 2001 and is a body corporate with perpetual succession and a common seal. The Authority's office address is 129 Derwent Park Road, Lutana 7008. Its primary function is to promote and manage a putrescible landfill disposal site which conforms to its Development Proposal and Environmental Management Plan (DP&EMP) and permit conditions.

The Authority owns 100% (2018 100%) of C Cell Pty Ltd (the Corporation) which is a proprietary limited company incorporated in Australia. The address of the Corporation's registered office is 38 Bligh Street, Rosny Park, Tasmania. Its sole purpose is to act as trustee (the Trustee) of the C Cell Unit Trust (the Trust). The principal activity of the Trust is to develop and operate a Category C landfill cell on the landfill site controlled by the Authority. The Authority owns 60% (2018 60%) of the Trust's issued units.

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**a) Basis of Accounting**

This general purpose financial report has been prepared on an accrual basis in accordance with the Framework for the Presentation of Financial Statements, Australian Accounting Standards and other authoritative pronouncements of the Australian Accounting Standards Board (AASB), and the *Local Government Act 1993* (as amended from time to time).

This report has been prepared in accordance with the historical cost convention and on the accrual basis of accounting. It has also been prepared on a going concern basis. Accounting policies adopted in the preparation of these general purpose financial statements (comprising Statements of Comprehensive Income, Financial Position, Changes in Equity, Cash Flows and accompanying notes) have been consistently applied throughout all periods presented unless otherwise stated. There have been no changes to these policies. These general purpose financial statements are presented in Australian dollars.

In the application of Australian Accounting Standards and other authoritative pronouncements of the AASB management is required to make judgements, estimates and assumptions about carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstance, the results of which form the basis of making the judgements. Actual results may differ from these estimates.

b) Judgements and Estimates

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported.

Assumptions are used in determining the Authority's employee entitlement provisions. These assumptions are discussed in note 1k). They are also used in calculating the Authority's provision for capping.

c) The Reporting Entity

The reporting entity is a Joint Authority under the *Local Government Act 1993*. It was gazetted in March 2001. Its registered office is 129 Derwent Park Road, Lutana 7008. All funds through which the entity controls resources to carry on its functions have been included in these general purpose financial statements. The entity owns 100% (2018 100%) of C Cell Pty Ltd as Trustee and 60% (2018 60%) of the Trust's issued units.

d) Contributed Equity

Regular equity transfers (inward and outward) have been credited or debited direct to equity. These transfers are non reciprocal transactions that do not result in an asset or a liability for either party.

e) Revenue recognition

Revenue is measured at the fair value of consideration received or receivable.

- Revenue in respect of the sale of goods and disposal of other assets is recognised when the significant risks and rewards of ownership control transfer to the purchaser.
- Revenue in respect of rendering of services is recognised on delivery of the service to the customer or by reference to the stage of completion.
- Interest revenue is recognised as the interest accrues.

Grants received, although not refundable, are recognised as a liability rather than as revenue. See note 24.

Gains may be realised or unrealised and are usually recognised on a net basis. These include gains arising on the disposal of non-current assets and some revaluations of non-current assets.

f) Expenses

Expenses (including maintenance and operating costs) are recognised as an expense in the period in which they are incurred.

g) Borrowing Costs

Borrowing costs are recognised as an expense in the period in which they are incurred unless they are capitalised as part of a qualifying asset constructed by the Authority. Where specific borrowings are obtained for the purpose of specific asset acquisition, the weighted average interest rate applicable to borrowings at balance date, excluding borrowings associated with superannuation, is used to determine borrowing costs to be capitalised.

Borrowing costs include interest on bank overdrafts, interest on borrowings, unwinding of discounts and finance lease charges.

h) Property, Plant and Equipment

The cost method of accounting is used for the initial recording of all acquisitions of assets. Cost is determined as the fair value of the assets given up at the date of acquisition plus costs incidental to the acquisition and all other costs incurred in getting the asset ready for use. Such costs may include engineering design and related consultants fees.

Property, plant and equipment, infrastructure and intangible assets are tested for any indication of impairment, or reversal of any prior impairment, at each reporting date. Where there is indication of impairment the recoverable amount, which is the higher of fair value less costs to sell and value-in-use, is estimated. Where the recoverable amount is less than the carrying amount the asset is considered impaired and is written down to the recoverable amount and the impairment loss recognised in the Income Statement. Any impairment reversal is recognised in the Income Statement only to the extent that it reverses a previous reversal.

Items will not be recognised as assets but treated as expenses if their purchase or construction cost does not reach certain limits. These limits vary according to the asset classification and nature. Attractive assets have a lower threshold. The financial limits range from \$500 (office equipment) to \$1,000 (other assets).

i) Depreciation of Non-current Assets

Other than landfill cells (refer below) which are included in site works, depreciation is calculated on a straight-line basis to write off the net cost of each item of property, plant and equipment (excluding land) over its expected useful life. Assets are depreciated at rates based on their estimated useful lives commencing from the beginning of the month after which the asset first became available for use.

Major depreciation periods are:	<u>Years</u>
Plant & equipment (computers)	3
Plant & equipment (compactors)	20
Site works	20

Since May 2011 landfill cells have been depreciated according to total capacity as determined by regular volumetric surveys and the number of tonnes of waste received during the reporting period.

j) Technology Development Costs

Medical waste treatment technology development costs are capitalised and included as property plant & equipment in accordance with AASB116 *Property, Plant and Equipment*. These costs include development of a prototype and design and construction of working plant from which future economic benefits will continue to be realised by the Joint Authority, and the costs can be measured reliably. In addition the cost of the tangible elements forms the major part of the total cost of the asset concerned. Such amounts are written off over the life of the assets from the time that the assets commenced operation.

k) Employee Entitlements

Employee benefits are calculated in accordance with AASB 119 *Employee Benefits*. On-costs relating to employee benefits, such as workers compensation insurance, are not classified as employee entitlements. Liabilities owed to employees are recognised at the remuneration rate that the Joint Authority expects to pay when the obligation is settled.

(i) Wages and Salaries

Liabilities for wages and salaries are recognised and measured as the amount unpaid at balance date and include appropriate oncosts such as workers compensation and payroll costs.

(ii) Annual Leave and Sick Leave

Annual leave entitlements are accrued on a pro rata basis in respect of services provided by employees up to balance date. Liabilities for annual leave expected to be settled within 12 months are measured at their nominal value using remuneration rates expected to be paid when entitlements are taken. Annual leave not expected to be settled within 12 months is measured using the present value method. There is no liability for sick leave as sick leave is non vesting.

(iii) Long Service Leave

A liability for long service leave is recognised, although there is no legal liability at this stage as no employees have sufficient length of service. The longest serving employee has less than 5 years of service, with long service leave not payable until 10 years service has been attained.

(iv) Superannuation

Superannuation is payable at the statutory rate only. Employees are members of contribution schemes rather than defined benefits schemes. Accordingly there is no liability as at balance date.

The superannuation expense for the reporting period is the amount of the statutory contribution the Authority makes to the superannuation plans that provide benefits to its employees.

(v) Classification of Employee Benefits

An employee benefit is classified as a current liability if there is no unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period. This would include all annual leave and unconditional long service leave entitlements.

l) Cash and Cash Equivalents

For the purpose of the Statement of Cash Flows, cash and cash equivalents include restricted cash and cash equivalents. They are comprised of cash on hand and short term deposits with original maturities of three months or less that are readily convertible to a known amount of cash and which are subject to insignificant risk of changes in value. The amount includes any outstanding bank overdraft.

m) Leases

The Joint Authority currently has no material financing lease arrangements. It has operating leases of the property on which the landfill operates, and of the property on which its waste transfer station operates.

n) Financial Instruments

The Joint Authority has the following financial instruments:

Financial assets (cash and cash equivalents, and trade receivables)

Financial liabilities (trade payables and borrowings)

Trade receivables do not contain a significant financing component and are measured at amortised cost, which represents their transaction value. Impairment is recognised on an expected credit loss (ECL) basis. When determining whether the credit risk has increased significantly since initial recognition, and when estimating the ECL, the Authority considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on the Authority's historical experience, an informed credit assessment and forward-looking information.

Liabilities are recognised for amounts to be paid in the future for goods and services provided as at balance date whether or not invoices have been received. Creditors are unsecured, not subject to interest charges and are normally settled within 30 days of invoice receipt.

The borrowing capacity of the Authority is limited by the *Local Government Act 1993*. Interest bearing liabilities are initially recognised at fair value, net of transaction costs incurred. Subsequent to initial recognition these liabilities are measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the Statement of Comprehensive Income over the period of the liability using the effective interest method. Interest is expensed as it accrues.

o) Donations and Other Contributions

Donations and other non reciprocal contributions are recognised as revenues when the Joint Authority obtains control over the assets comprising the contributions.

p) Receivables

Refer to note 1 n) above.

q) Inventories

No material inventories are held.

r) Payables

Refer to note 1 n) above.

s) Significant Business Activities

The Joint Authority operates in the waste disposal industry in the southern region of Tasmania.

t) Landfill Remediation

The Joint Authority is required to remediate the landfill at the end of its useful life. Each cell is capped on an ongoing basis, with associated costs being charged to the Income Statement. Remediation costs will primarily consist of landscaping costs which are not material. In addition, the long remaining life of the landfill means that these costs are considerably remote in time. Therefore, the present value of any costs of remediation is immaterial and has not been accounted for.

A fully funded trust will fund rehabilitation of the C cell.

u) Allocation between current and non-current

In determining whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. The asset or liability is classified as current if it is expected to be settled within the next twelve months, or non-current if the Authority does not have an unconditional right to defer settlement of a liability for at least 12 months after the reporting date.

v) Taxation

The Joint Authority is subject to Part 3A of the *Local Government Act 1993* and is included under the National Taxation Equivalency Regime (NTER) from 1 July 2011. The relevant notice was gazetted on 29 December 2010.

The charge for current tax expense is based on the profit for the year adjusted for any non-assessable or disallowed items. It is calculated using the tax rates that have been enacted or are substantially enacted by the balance date.

Deferred tax is accounted for using the balance sheet liability method in respect of temporary differences arising between the tax bases of the assets and liabilities and their carrying amounts in the Financial Statements. No deferred income tax is recognised from the initial recognition of an asset or liability, excluding a business combination, where there is no effect on accounting or taxable profit or loss.

Deferred tax is calculated at the tax rates that are expected to apply to the period when the asset is realised or liability settled. Deferred tax is recognised in the income statement except where it relates to items that may be recognised directly into equity, in which case the deferred tax is adjusted directly against equity.

Deferred income tax assets are recognised to the extent that it is probable that future taxable profits will be available against which deductible temporary differences can be used.

The amount of benefits brought to account or which may be realised in the future is based on the assumptions that no adverse change will occur in income tax legislation, SWS will derive sufficient future assessable income to enable the benefit to be realised, and compliance with the conditions of deductibility imposed by the law.

w) Goods and Services Tax

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the balance sheet are shown inclusive of GST.

Cash flows are presented in the Statement of Cash Flows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

x) Interest bearing liabilities

Refer to note 1 n) above.

y) Provision for capping cells

Until 2012-13 the cost of capping cells was included in the site operations contract. Following a tender process and signing of a new contract, the site operator's liability for capping was extinguished. The Authority was obliged to recognise a liability for capping all cells that were partially filled at that time. This liability is recognised on a per tonne basis going forward. Capping is now undertaken on a regular ongoing basis. Refer to note 13.

z) Adoption of new and amended Accounting Standards

In the current year, the Authority has adopted all of the new and revised Standards and interpretations issued by the AASB that are relevant to its operations and effective for the current annual reporting period. These had no material effect on the Authority's financial statements, and include:

- i) AASB 9 *Financial Instruments* and related amending standards:
Introduced new requirements for the classification and measurement of financial assets and liabilities and introduced a chapter to deal with hedge accounting.
- ii) AASB 15 *Revenue from Contracts with Customers* :
Contains a framework for the recognition, measurement and disclosure of income including revenue from contracts with customers.

Pending Accounting Standards

Certain new accounting standards and interpretations have been published that are not mandatory for 30 June 2019 reporting periods. These are summarised below.

- i) AASB 16 *Leases*
Effective date 1 January 2019
Introduces a single lessee accounting model and requires a lessee to recognise assets and liabilities for all leases with a term of more than 12 months, unless the underlying asset is of low value. A lessee is required to recognise a right-of-use asset representing its right to use the underlying leased asset, and a lease liability representing its obligations to make lease payments. The adoption of this standard may have a material effect on the financial statements, refer to note 14 of the accounts as an indication of their potential effect.
- ii) AASB 2017-5 *Amendments to Australian Accounting Standards - Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections*
Addresses inconsistencies between AASB 10 and AASB 128 in dealing with the sale or contribution of assets between and investor and its associate or joint venture.

The Authority is of the view that none of the above new standards or interpretations will materially affect any of the amounts recognised in the financial statements other than AASB16 Leases. AASB 16 is likely to result in additional assets and liabilities of equal value of approximately \$6.85m. Amounts charged to expenditure will exceed the amounts currently charged as lease payments in the initial years of application, but will be less in later years. The above new standards or interpretations may also impact certain information otherwise disclosed.

2 FUNCTIONS/ACTIVITIES OF THE JOINT AUTHORITY

The Joint Authority was formed under section 30 of the *Local Government Act 1993* and was gazetted on 21 March 2001. Members of the Joint Authority are the Clarence City Council, Sorell Council, Tasman Council and Kingborough Council.

The Joint Authority's primary functions include managing and operating the Copping site for the purposes of waste treatment, landfill disposal, resource recovery, energy generation and related purposes and in a manner which conforms to environmental approvals; and to manage the balance area. Management of operations (including the balance area) may be by, or involve, third parties.

	2019	2018
3 EMPLOYEE BENEFITS	\$	\$
Wages and salaries	983,047	766,819
Annual and long service leave	36,562	34,667
Fringe benefits tax	18,761	8,784
Superannuation	75,971	58,356
	<u>1,114,341</u>	<u>868,626</u>
4 DEPRECIATION AND AMORTISATION EXPENSE		
Depreciation and amortisation expense was charged in respect of:		
Plant & equipment	157,304	182,406
Landfill site development	842,822	675,594
Lutana site works and equipment	353,700	313,308
	<u>1,353,826</u>	<u>1,171,308</u>
5 OTHER EXPENSES		
Permits	38,683	42,369
Power	49,793	53,144
Sampling and monitoring	35,041	52,989
Legal expenses	28,362	78,589
Authority administration	29,894	38,026
Audit - internal & external	26,639	78,401
Financial assurance fund	19,795	0
Insurance	67,832	66,422
Telephone & internet	16,659	16,372
Workplace health & safety	46,623	51,583
Other	275,075	189,900
	<u>634,396</u>	<u>667,795</u>
6 MAINTENANCE AND OPERATING COSTS		
Site maintenance and operation	2,805,621	2,348,456
Plant and equipment repairs and maintenance	356,822	520,582
	<u>3,162,443</u>	<u>2,869,038</u>
<p>These costs are expensed as incurred. They include payments for operating the landfill, maintenance of the Authority's plant and equipment and other maintenance and operating costs.</p>		
7 AUDIT		
Payment to our external auditors includes:		
Audit services	20,500	36,500
Other services	0	0
	<u>20,500</u>	<u>36,500</u>
8 CURRENT ASSETS - CASH AND CASH EQUIVALENTS		
Cash at bank and on hand	144,997	237,801
Short term deposits	5,666,933	3,123,250
	<u>5,811,930</u>	<u>3,361,051</u>

For the purpose of the Cash Flow Statement cash and cash equivalents include restricted cash and cash equivalents. They are comprised of cash on hand and short term deposits with original maturities of three months or less that are readily convertible to a known amount of cash and which are subject to insignificant risk of changes in value. The above amounts agree with cash at the end of the financial year as shown in the Cash Flow Statement.

	2019	2018
	\$	\$
Unrestricted	<u>5,811,930</u>	<u>3,361,051</u>
9 CURRENT ASSETS - TRADE RECEIVABLES		
Trade receivables (refer note 1 n))	<u>1,416,648</u>	<u>820,313</u>
Aged Analysis		
The ageing analysis of receivables is as follows:		
Not past due	1,125,329	676,808
0-30 days	298,362	109,244
31-60 days	159	21,597
61-90 days (past due not impaired)	4,461	7,237
91+ days (past due and partly impaired)	98,009	59,553
Provision for doubtful debts	<u>(109,672)</u>	<u>(54,126)</u>
	<u>1,416,648</u>	<u>820,313</u>
10 NON-CURRENT ASSETS - PROPERTY PLANT & EQUIPMENT		
Plant and equipment at cost	2,713,148	2,322,849
Less accumulated depreciation	<u>(1,421,906)</u>	<u>(1,257,196)</u>
	<u>1,291,242</u>	<u>1,065,653</u>
Opening carrying value	1,065,653	1,174,276
Additions	396,518	213,079
Disposals	-	(172,510)
Depreciation Expense	<u>(170,929)</u>	<u>(149,192)</u>
Closing Carrying Value	<u>1,291,242</u>	<u>1,065,653</u>
Copping site development expenses at cost	11,347,076	5,682,452
Less accumulated depreciation	<u>(4,434,158)</u>	<u>(3,591,336)</u>
	<u>6,912,918</u>	<u>2,091,116</u>
Opening carrying value	2,091,116	1,592,511
Additions	5,664,623	1,359,512
Disposals	-	(152,099)
Depreciation Expense	<u>(842,821)</u>	<u>(708,808)</u>
Closing Carrying Value	<u>6,912,918</u>	<u>2,091,116</u>
Lutana site works and equipment at cost	5,788,341	5,559,025
Less accumulated depreciation	<u>(2,710,971)</u>	<u>(2,470,331)</u>
	<u>3,077,370</u>	<u>3,088,694</u>

	2019	2018
	\$	\$
Opening carrying value	3,088,694	3,253,397
Additions	390,918	148,605
Disposals	(48,543)	-
Depreciation Expense	(353,700)	(313,308)
Closing Carrying Value	<u>3,077,369</u>	<u>3,088,694</u>
Work in progress at cost	<u>752,144</u>	<u>6,033,823</u>
Opening carrying value	6,033,823	4,591,625
Additions	1,631,580	2,579,818
Work completed *	(6,913,259)	(1,137,620)
Work written off	-	-
Closing Carrying Value	<u>752,144</u>	<u>6,033,823</u>
* Includes C cell transfers 2019	<u>12,033,674</u>	<u>12,279,286</u>

None of the Joint Authority's assets are considered to be impaired so no impairment losses have been recognised, or reversed, in the Income Statement.

11 CURRENT LIABILITIES - TRADE & OTHER PAYABLES

Trade payables	515,345	107,448
Other payables	650,273	939,787
	<u>1,165,618</u>	<u>1,047,235</u>

Aged Analysis

The ageing analysis of trade payables is as follows:

Current	515,345	107,448
0-30 days	0	0
31-60 days	0	0
61-90 days (past due not impaired)	0	0
91+ days (past due not impaired)	0	0
	<u>515,345</u>	<u>107,448</u>

12 BORROWINGS

Current		
Unsecured Tascorp loans*	489,317	545,730
Loans from Unitholders	0	0
Total Current Portion of Long Term Borrowings	<u>489,317</u>	<u>545,730</u>

	2019	2018
	\$	\$
Non-current		
Unsecured Tascorp loans*	995,793	1,485,110
Loans from Unitholders	2,400,000	2,400,000
Total Long Term Borrowings	<u>3,395,793</u>	<u>3,885,110</u>
Total Borrowings	<u><u>3,885,110</u></u>	<u><u>4,430,840</u></u>

* The Authority's Rules provide for Participating Councils to be responsible for its liabilities in the event that it becomes insolvent. Liabilities would be apportioned according to proportionate payments made to the Authority. Refer Note 16 b) for weighted average effective interest rate. No Authority assets are pledged as security.

13 PROVISIONS

Current Provision for Cell Capping

Opening balance	180,000	180,000
Capping costs provided for	-	285,452
Capping costs transferred (to)/from non current provisor	-	(236,114)
Capping costs expended	-	(49,338)
Closing balance	<u>180,000</u>	<u>180,000</u>

Refer note 1aa)

Current Provision for Leave (Annual Leave, RDOs)

Opening balance	66,693	69,794
Leave accrued	46,043	56,839
Leave taken	(29,738)	(59,940)
Closing balance	<u>82,998</u>	<u>66,693</u>

Refer note 1 k) (ii)

262,998 246,693

Non Current Provision for Cell Capping

Opening balance	1,583,829	1,347,715
Capping costs transferred from/(to) current provision	-	236,114
Capping costs provided for	328,003	-
Closing balance	<u>1,911,832</u>	<u>1,583,829</u>

Refer note 1aa)

Non Current Provision for Leave (Long Service Leave only)

Opening balance	34,458	26,704
Leave accrued	15,172	7,754
Leave taken	-	-
Closing balance	<u>49,630</u>	<u>34,458</u>

Refer note 1 k) (iii)

1,961,462 1,618,287

14 COMMITMENTS FOR EXPENDITURE

At 30 June 2019 the Joint Authority had not commissioned any material expenditure not already included in these financial statements.

The Joint Authority had no material finance lease commitments at 30 June 2019. It has a landfill site operating lease, a short term lease of its waste transfer station site and a lease of a compactor. The below figures now include the 10 year landfill lease option period. The comparative figure have been adjusted accordingly.

The implementation of AASB 16 will result in greater expenditure (interest and depreciation rather than actual lease payments) being charged to the income statement initially, followed by less expenditure in later years; and in additional offsetting assets and liabilities as at 1 July 2019 as follows:

	Asset / Liability \$	Asset Life / Liability Term Years
Landfill site lease	6,238,850	41.8
Waste transfer station site lease	307,338	4.3
Excavator operating lease	307,140	8.4
	2019	2018
	\$	\$
Commitments under these leases at reporting date are:		
No later than one year	335,410	210,232
Later than one year, no later than five years	1,374,022	894,818
Later than five years	15,330,885	15,026,383
	<u>17,040,317</u>	<u>16,131,433</u>

15 RECONCILIATION OF SURPLUS TO CASH FLOWS FROM OPERATING ACTIVITIES

	2019	2018
	\$	\$
Surplus (deficit) before income tax expense	2,872,978	925,761
Depreciation	1,353,826	1,171,308
(Profit)/loss on disposal of plant	(14,055)	(14,455)
Work in progress expensed	-	-
Change in assets and liabilities:		
Increase (decrease) in provision for capping	328,003	236,114
Increase (decrease) in creditors & borrowings	(18)	(163,745)
(Increase) decrease in debtors & accruals	(583,010)	301,376
(Increase) decrease in inventories/other current assets	(9,678)	16,177
Increase (decrease) in employee entitlements	31,477	4,653
Net cash provided by (used in) operating activities	<u>3,979,523</u>	<u>2,477,189</u>

16 FINANCIAL INSTRUMENTS**a) Risk exposures****Credit risk:**

The maximum exposure to credit risk at balance date in relation to each class of recognised financial asset is represented by the carrying amount of those assets as indicated in the Statement of Financial Position. The Joint Authority's financial assets comprise trade receivables and cash and cash equivalents.

There is no significant concentration of credit risk with any single debtor or group of debtors. The amount of debt written off in any one year is immaterial. Refer to note 1 n) for further information about valuation and impairment of trade receivables.

The Joint Authority has short term investments with Tascorp and both interest bearing and operating accounts with the Commonwealth Bank.

The Joint Authority's credit risk is therefore immaterial. There has been no change in its exposure to or management of this risk since the previous period.

Market risk:

Market risk is the risk that the fair value or future cash flows of financial instruments will fluctuate because of changes in market prices. The Authority's exposure to market risk arises primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk. Components of market risk to which we are exposed are discussed below.

Interest rate risk -

This is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Joint Authority's financial instruments comprise cash and cash equivalents, trade receivables, payables and interest bearing liabilities. Its main exposure to this risk is through its interest bearing liabilities which are disclosed at note 12 and in this note.

At balance date the Joint Authority had the following mix of financial assets and liabilities exposed to interest rate risk:

	2019	2018
	\$	\$
Financial Assets		
Cash and cash equivalents	5,811,930	3,361,051
Other financial assets	100,000	100,000
Financial Liabilities		
Interest bearing liabilities	<u>(3,885,110)</u>	<u>(4,430,840)</u>
Net exposure	<u>2,026,820</u>	<u>(969,789)</u>

The following sensitivity analysis is based on interest rate risk exposures existing at balance date. It shows the effect of interest rate movements on the net result and equity.

Net Result		
+1%	(20,268)	9,698
-1%	20,268	(9,698)

16 FINANCIAL INSTRUMENTS continued**Equity**

+1%	(20,268)	9,698
-1%	20,268	(9,698)

The movements in net result and equity are due to higher/lower interest rates relating to cash and cash equivalents. Changing interest rates would not affect interest paid as rates are generally fixed for the long term.

Other price risk -

This is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices other than those arising from interest rate risk or currency risk, whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. The Joint Authority is not aware of having any exposure to this risk.

Liquidity risk:

This is the risk that the Joint Authority will encounter difficulty in meeting obligations associated with financial liabilities. This risk is guaranteed by the three owner councils. A maturity analysis is included in part b) of this note. The Joint Authority's liquidity risk is immaterial. Its exposure to or management of this risk has not materially changed since the previous period.

16 FINANCIAL INSTRUMENTS continued

b) Interest rate risk exposures

The Joint Authority's exposure to interest rate risk, and the effective weighted average interest rate for relevant classes of financial assets and financial liabilities as at the reporting date was:

2019	Effective or w'ted av int rate %	Var int rate \$	Fixed Interest Rate Maturity			Non int bearing \$	Total \$
			<1 Yr \$	1 -5 yrs \$	> 5 yrs \$		
Financial Assets							
Cash at bank & other financial assets	0.00	478,329				16,884	495,213
Short term deposits	0.32	5,416,717					5,416,717
Receivables						1,416,648	1,416,648
Total		5,895,046	0	0	0	1,433,532	7,328,578
Financial Liabilities							
Interest-bearing	4.28		489,317				489,317
Interest-bearing	4.59			1,198,672			1,198,672
Interest-bearing	3.65				2,197,121		2,197,121
Payables						1,165,618	1,165,618
Total		0	489,317	1,198,672	2,197,121	1,165,618	5,050,728

2018	Effective or w'ted av int rate %	Var int rate \$	Fixed Interest Rate Maturity			Non int bearing \$	Total \$
			<1 Yr \$	1 -5 yrs \$	> 5 yrs \$		
Financial Assets							
Cash at bank & other financial assets	0.75	3,389,219				14,847	3,404,066
Short term deposits	0.37	56,985					56,985
Receivables						820,313	820,313
Total		3,446,204	0	0	0	835,160	4,281,364
Financial Liabilities							
Interest-bearing	4.65		545,730				545,730
Interest-bearing	4.36			1,547,722			1,547,722
Interest-bearing	3.33				2,337,388		2,337,388
Payables						1,047,235	1,047,235
Total		0	545,730	1,547,722	2,337,388	1,047,235	5,478,075

16 FINANCIAL INSTRUMENTS continued**c) Net fair value**

The carrying amount of the Joint Authority's receivables, payables, cash and short term deposits is a reasonable approximation of fair value.

The net fair value of the Joint Authority's financial assets and liabilities is as follows:

	2019		2018	
	Carrying amount	Net fair value	Carrying amount	Net fair value
	\$	\$	\$	\$
Financial assets				
Cash and cash equivalents	5,811,930	5,811,930	3,361,051	3,361,051
Other financial assets	100,000	100,000	100,000	100,000
Receivables	1,416,648	1,416,648	820,313	820,313
	<u>7,328,578</u>	<u>7,328,578</u>	<u>4,281,364</u>	<u>4,281,364</u>
Financial liabilities				
Payables	1,165,618	1,165,618	1,047,235	1,047,235
Interest bearing liabilities	3,885,110	4,270,568	4,430,840	4,637,298
	<u>5,050,728</u>	<u>5,436,186</u>	<u>5,478,075</u>	<u>5,684,533</u>

Aggregate net fair value is calculated using a discount rate equal to the average of mid rates of Commonwealth Government securities maturing on or near 30 June each year for the next 10 years.

d) Accounting policies

Accounting policies relating to financial assets and financial liabilities are disclosed in note 1.

e) Terms and conditions

There are no terms and conditions associated with financial assets or financial liabilities which may significantly affect the amount, timing and certainty of future cash flows.

f) Fair value measurement in the balance sheet

No financial assets or liabilities have changed classifications.

17 RESERVES

	2019	2018
	\$	\$
Site development and rehabilitation reserve		
Opening balance	<u>627,000</u>	<u>627,000</u>

A reserve of \$3/t may be set aside from profits to provide for future site development and rehabilitation.

18 FINANCING ARRANGEMENTS

Bank overdraft (unused)	200,000	200,000
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19 CONTINGENCIES

Neither the Authority nor its advisers are aware of any contingencies.

20 SUBSEQUENT EVENTS

There are no subsequent events of which we are aware.

21 INCOME TAX

	2019	2018
	\$	\$
a) Income tax recognised in Statement of Comprehensive Income	861,893	335,698
b) Income tax expense for the year can be reconciled to the accounting surplus before income tax expense as follows:		
Surplus for the year before income tax expense	2,872,978	925,761
Prima facie tax/(tax benefit) on profit/(loss) from operating activities before income tax at 30% (2017 30%)	861,893	277,728
Subsidiary net result	0	55,463
Effect of permanent differences	0	2,507
Income tax expense recognised in Statement of Comprehensive Income	861,893	335,698
c) Income tax expense recognised directly to equity	0	0
d) Non-current and deferred tax balances		
Deferred tax assets		
Provision for cell capping	627,549	529,149
Employee entitlements	39,788	30,345
Taxable grant income deferred (refer note 24)	595,913	600,000
	1,263,250	1,159,494
Deferred tax liability		
Other assessable income	750	750
e) Current provision for income tax		
Opening balance	1,132,572	815,009
Income tax payable	965,649	498,944
Tax equivalents paid	(1,036,537)	(181,381)
Closing balance	1,061,684	1,132,572

22 KEY MANAGEMENT PERSONNEL**a) Responsible Persons**

Names of those holding positions of responsibility at any time during the year are:

Directors:	Authority	Trustee
Ron Ward (Chair)	19/03/2012 - current	28/04/2016 - current
Suzanne Baker	19/03/2012 - current	28/04/2016 - current
John Brennan	19/03/2012 - current	28/04/2016 - current
Ian Johnston	09/03/2017 - current	N/A
Peter Cusick	N/A	14/03/2017 - 10/12/2018
Brendan Blomeley	N/A	10/12/2018 - current

Chief Executive Officer:

Christine Bell 15/10/2009 - current

b) Key Management Personnel Compensation

	Salary	Super- annuation	Other	Non monetary	Total
	\$	\$	\$	\$	\$
2019					
Ron Ward	58,345	3,900	0	0	62,245
Suzanne Baker	35,595	3,382	0	0	38,977
John Brennan	35,595	3,382	0	0	38,977
Ian Johnston	26,715	2,538	0	0	29,253
Peter Cusick	0	0	0	0	0
Brendan Blomeley	0	0	0	0	0
Christine Bell	143,853	13,666	12,830	0	170,349
	300,103	26,868	12,830	0	339,801
2018					
Ron Ward	56,319	5,350	0	0	61,669
Suzanne Baker	34,934	3,319	0	0	38,253
John Brennan	34,934	3,319	0	0	38,253
Ian Johnston	7,644	726	0	0	8,370
Peter Cusick	0	0	0	0	0
Christine Bell	109,449	10,398	10,230	0	130,077
	243,280	23,112	10,230	0	276,622

The employment terms and conditions of key management personnel are contained in individual contracts of employment. The performance of the Chief Executive Officer is reviewed annually. The CEO is part time. Her hours of work increased in 2018-19.

23 RELATED PARTY TRANSACTIONS

During the year the Authority was a party to what could be considered related party transactions with its four Participating Councils. The transactions were as a ratepayer, supplier and tenant. These transactions were conducted on normal trading terms.

Profit for the year includes the following items of revenue and expense that resulted from transactions with Participating Councils:

	2019	2018
	\$	\$
Waste disposal income charged	536,866	543,208
Outstanding balances at 30 June	<u>45,128</u>	<u>51,147</u>
Goods and services purchased	176,303	365,299
Outstanding balances at 30 June	<u>0</u>	<u>0</u>

24 NON REFUNDABLE DEFERRED GRANT INCOME

This amount represents grant income received by the Authority. It is not, and will not be, repayable to the grantor, nor payable to any other entity. As allowed for by the grant deed, the funds were used to purchase units in the C Cell unit trust and used by that entity as a partial contribution to the funding of the construction of a Category C waste cell. The grant is treated as income in the financial statements of the Authority. Following consultation on the appropriate application of accounting standards, the grant is treated as a liability in these consolidated financial statements. The liability will be recognised as grant revenue progressively into the future, to offset depreciation charged against the Category C waste cell.

25 RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

Balance as at 1 July	4,430,840	3,084,236
Cash received	-	2,611,533
Cash repaid	(545,730)	(572,962)
Other movements - non cash	-	(691,967)
Balance as at 30 June	<u>3,885,110</u>	<u>4,430,840</u>

26 FINANCIAL ASSURANCE FUND

A fund is being established to provide for future close out, rehabilitation and restoration of the Category C Cell that has been established on the landfill site. The fund will be fully cash backed and sufficient to also pay for any future remediation works in the unlikely event of an incident. Its adequacy is reviewed annually. The fund is based on a percentage of gate fees received. A dedicated bank account will be opened as soon as sufficient funds are available to do so.

Balance at 1 July	0	0
Amount allocated	19,795	0
Balance at 30 June	<u>19,795</u>	<u>0</u>



Independent Auditor's Report

To the Members of the Copping Refuse Disposal Site Joint Authority

Copping Refuse Disposal Site Joint Authority

Report on the Audit of the Consolidated Financial Report

Opinion

I have audited the financial report of Copping Refuse Disposal Site Joint Authority and its subsidiaries (the Group), which comprises the consolidated statement of financial position as at 30 June 2019 and the consolidated statements of comprehensive income, changes in equity and cash flows for the year then ended, notes to the financial statements, including a summary of significant accounting policies and the statement of certification by Board Chair.

In my opinion, the accompanying financial report:

- a) presents fairly, in all material respects, the Group's consolidated financial position as at 30 June 2019 and its consolidated financial performance and its cash flows for the year then ended
- b) is in accordance with the *Local Government Act 1993* and Australian Accounting Standards.

Basis for Opinion

I conducted the audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report. I am independent of the Group in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code.

The *Audit Act 2008* further promotes the independence of the Auditor-General. The Auditor-General is the auditor of all Tasmanian public sector entities and can only be removed by Parliament. The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.

My audit is not designed to provide assurance on the accuracy and appropriateness of the budget information included in the financial report.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of Management and the Directors for the Financial Report

Management is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, and the financial reporting requirements of the *Local Government Act 1993* and for such internal control as they determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Group is to be dissolved by owner Councils or the directors intend to cease operations, or have no realistic alternative but to do so.

The directors are responsible for overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Report

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

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

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

continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusion is based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial report. I am responsible for the direction, supervision and performance of the audit of the Group. I remain solely responsible for my audit opinion.

I communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Stephen Morrison
Assistant Auditor-General Financial Audit Services
Delegate of the Auditor-General

Tasmanian Audit Office

10 October 2019
Hobart



Copping Refuse Disposal Site Joint Authority Strategic Plan

**Prepared for the Joint Authority pursuant to Rule 181(a)
for the five-year period
2020/21 – 2024/25**

Updated April 2020

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INTRODUCTION

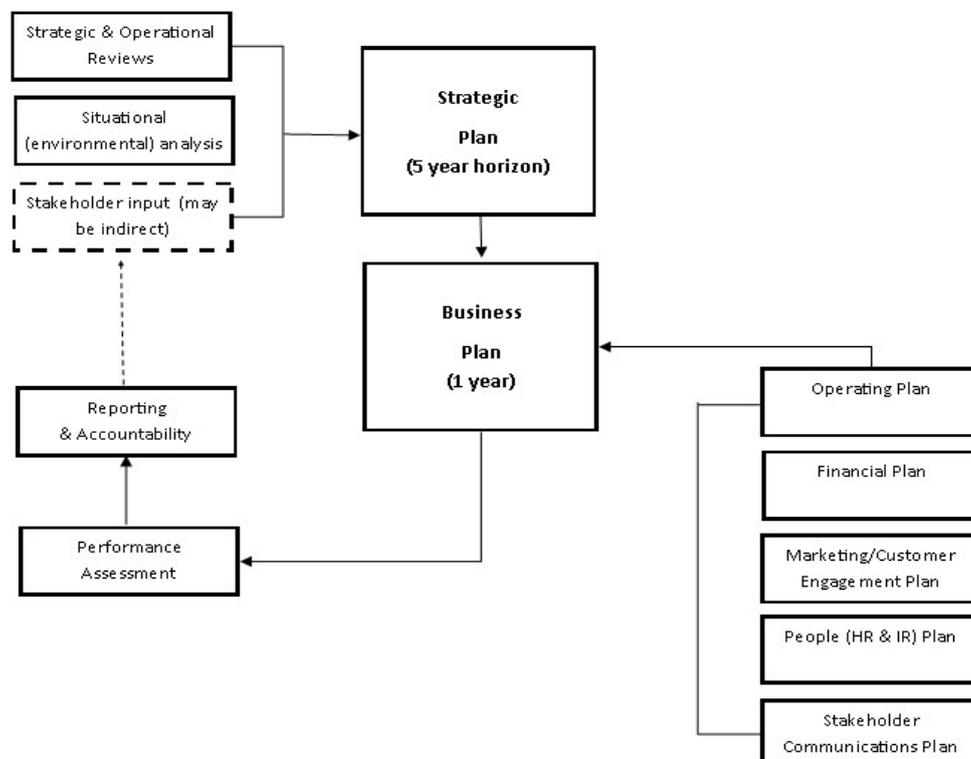
Business & Strategic Planning Processes

BASIS

The Copping Refuse Disposal Site Joint Authority, trading as Southern Waste Solutions (SWS), operates under a business-planning framework. The framework links:

- strategic and operational review;
- environmental scanning;
- stakeholder consultation;
- setting strategic directions, objectives and initiatives;
- forecasts and risk assessment; and
- the preparation of operational plans.

The business-planning framework supports performance management, financial management, monitoring and reporting, annual budgeting and triennial forecasting and quarterly/annual reporting.



Business & Strategic Planning Process

STRATEGIC & OPERATIONAL REVIEWS

Under the framework, the annual business planning process commences with a three-year performance review.

SITUATIONAL ANALYSIS

SWS conducts an annual assessment of the business environment in which the Authority operates to detect key influences and emerging trends.

STRATEGIC PLAN

The Authority determines the strategic, high level scope of its work for the forthcoming five years in line with its Rules, applicable provisions of the Local Government Act, Regulations, regulatory permits and contracts and agreements in place.

The Authority bases its determination on the advice of the Board which takes account of the performance review and environmental analysis.

The Statement of Strategic Directions defines the future directions of the organisation. The Statement specifies the following.

- Purpose, Behaviours and Expectations;
- Goals, Strategies and Performance Indicators;
- A series of principal categories (Goals) that group endeavours together, each of which is supported by a descriptive statement;
- Within each Goal, sets of major strategies are defined. These are areas of operation that are consistent with the relevant Goal;
- A statement of the specific type of Key Performance Indicators, used to monitor progress, which accompanies each set of major Goals and Strategies.

This becomes the Authority's Strategic Plan, to comply with its Rules. The Strategic Plan is operationalised through the annual Business Plan.

BUSINESS PLAN

In developing the annual Business Plan, each strategy within the Strategic Plan gives rise to a group of activities. Activities are individual tasks that, together, contribute to achieving the strategy.

Each activity is accompanied by a set of quantifiable, reportable measures called Key Performance Indicators (KPIs). These enable the Board and CEO to measure progress against each activity, instigate remedial or corrective action as necessary, and to report to the Authority on a quarterly and annual basis as required by the Rules.

There are five sections in the annual Business Plan comprising the following:

- **Operating Plan** – is intended to realise the Board’s objectives by setting quantifiable, reportable measures of progress against each target and facilitating remedial or corrective action if required.
- **Financial Plan** – comprises the Authority’s annual budget and future years’ forward estimates. Measuring performance against budget and the Business Plan is an essential element of good governance and accountability by the Board and Authority. The Financial Plan can be used to support submissions to the Participating Councils and other bodies for funding.
- **Marketing/Customer Engagement Plan** – is the Board’s annual strategy for mutually beneficial engagement with actual and potential major stakeholders and customers. This Plan identifies and prioritises all key customers and provides a structured method of engagement that can be documented and implemented over time.
- **People (HR & IR) Plan** – is the Board’s annual plan to ensure the organisation is adequately structured and has sufficient staff and skills.
- **Stakeholder Communications Plan** – is an outline of the Board’s approach to informing and communicating with relevant political, industry and community stakeholders to ensure that the Strategic Plan, and individual elements within it, can secure essential funding and support when required.

ACCOUNTABILITY

Progress in meeting the Business Plan activities and the associated budget is monitored regularly by the Board and subsequently reported to the Authority. Reviews of performance form key components of the quarterly and annual reporting, guiding both the Board and Authority in ensuring the organisation meets its short term objectives and long term strategies.

The Business Plan provides the basis for performance agreements with the CEO and also between the CEO and other key employees. These provide a medium for monitoring and measuring employee performance in accordance with those agreements.

STAKEHOLDER INPUT

The Strategic Plan and Business Plan are confidential, commercial documents. Customers are provided the opportunity to contribute to the Strategic and Business Plans and the budget via periodic customer audits, surveys and other engagement throughout the year.

Participating Councils are requested to provide input to the Budget each year. They also provide input to the Plans and Budget through their representatives on the Authority.

PART ONE

Strategic & Operational Review to March 2020

REVIEW OF OUTCOMES OVER THE LAST YEAR

Strategic Review

- The C Cell is currently operating successfully. Ongoing discussion with the EPA is targeted to ensure owners/occupants of contaminated sites take timely steps to direct Level 3 material to the C Cell.
- SWS has continued to develop as a capable organisation, progressively maturing as a business and becoming increasingly utilised as a regional landfill facility.
- Solvency and financial viability have continued to improve.
- An updated review of strategic opportunities has commenced via a broad-ranging consultancy.
- Business reputation and stakeholder relationships continue to improve, particularly related to government.
- SWS has developed an effective relationship with the EPA leading to optimal outcomes for the Authority and the community generally.
- The Authority and Board have implemented a succession plan to address board refreshment. The first stage has now been completed.
- There have been demonstrable improvements in community relationships.
- The business recently became Landcare Tasmania's first corporate member.
- Glenorchy City Council (GCC) has diverted a significant amount of its municipal and commercial waste from its Jackson Street site to Lutana waste transfer station. Discussion is underway with GCC regarding its future waste options, including whether to explore seeking membership of the Authority as a Participating Council.
- The Authority could be perceived as a potential monopoly (or near monopoly) landfill operator in the south of the State during the coming decade or so. This situation will need to be monitored to ensure an appropriate and balanced response.
- The business is alert to opportunities to move from a focus on 'landfill' to a broader 'waste management' perspective, noting the possible implications for the Rules governing the Authority's operation.

Operational Review

- Operations are presently providing a return on assets of better than 12%.
- SWS is increasingly recognised as a leader in the solid waste sector within the State. It has participated in a Ministerial Round Table and STCA regional strategy

discussions, and formally responded to the State Government's Draft Waste Action Plan.

- SWS is successfully managing the C Cell on behalf of C Cell Pty Ltd as Trustee, with all environmental and other targets being met or exceeded.
- The construction of a wetland leachate treatment pilot at the Copping site will be completed before the end of the 2020 financial year.
- The final B Cell in Stage 1 has been constructed and financed without the need to borrow.
- Planning for Stage 2 of the B Cells is well advanced and the business is capable of funding this from current reserves.
- Material diverted from deliveries to Lutana has increased significantly with more metal extracted for sale and an agreement with Mornington Park Waste Transfer Station for the recovery, transfer and resale of saleable items.
- Arrangements are now in place to deliver recycling and educational programs in conjunction with the Mornington Park Waste Transfer Station and its Tip Shop.
- The 15-year asset renewal plan was updated and is on track.
- Additional waste volumes have been processed through Lutana; processing efficiency and reliability has been improved without significant capital expenditure.
- Annual permitted tonnes for the Lutana site have been increased from 20,000 to 100,000 with no community objection.
- LMS gas extraction from landfill and electricity generation will increase with an additional generator on order.
- Improved leachate management is positively influencing the financial position and sustainability of the business but remains a key risk area monitored by the Board and CEO.
- Gate/Disposal Fees continue to be managed to balance business sustainability with SWS's corporate, social and community responsibilities.

REVIEW OF PROGRESS TOWARD STRATEGIC PLAN OUTCOMES

There has been significant progress toward achieving strategic goals over the twelve months since the last review. Progress for the twelve months to March 2020 is summarised below.

STRATEGY	KEY RESULT AREA	PERFORMANCE	RATED PERFORMANCE
1. SUSTAINABLY MANAGE THE SOLID WASTE STREAM IN SOUTHERN TASMANIA			
<p>1.1 Maintain a financially viable business through:</p> <ul style="list-style-type: none"> • Generating sufficient profit to fund future capital expenditure • Reinvesting in the business • Taking a leadership role in the solid waste discussion in Southern Tasmania 	<p>Ensure that the business returns an acceptable operating profit to meet future needs.</p> <p>Reinvest as the priority over returning dividends to ensure sufficient capital for future development.</p> <p>Take up appropriate opportunities to progress the solid waste discussion in Southern Tasmania.</p>	<p>Significant increased throughput at Lutana. More transparent pricing with the introduction of a transport fee at Lutana.</p> <p>Funds reinvested include the new B Cell, the wetland, Stage 2 of the landfill and infrastructure upgrades.</p> <p>The Authority was represented at workshops including at a ministerial level and provided a formal submission to the State Government's Draft Waste Strategy. The CEO is Vice President of WMRR and a member of the WMRR National Landfill Division.</p>	<p>9</p> <p>9</p> <p>8</p>

STRATEGY	KEY RESULT AREA	PERFORMANCE	RATED PERFORMANCE
<ul style="list-style-type: none"> Managing leachate in a manner that positively affects the Balance Sheet Identifying future business development opportunities for the business in consultation with the Joint Authority. 	Maintain leachate management costs at optimum levels through proactive strategies and projects.	No leachate has been carted off site for several years. Innovative management practices have been implemented including header tanks and pipework to trickle down pond liners, and the WAIV unit.	9
	Identification, investigation, assessment and reporting potential business development and/or improvement opportunities for consideration by the Authority.	Discussions around joint opportunities with GCC are ongoing. An international patent application has been submitted for a new leachate evaporator.	8
	Progress discussions with GCC.	A comprehensive consultancy is planned to identify potential suitable investments given current low interest rates, the Authority's reducing borrowings and the Government's new draft waste management strategy. Multiple discussions have been held but Council is unable to progress initiatives until it has received and considered various consultants' reports.	7
	Progress discussions with Brighton.	Discussions have not progressed.	5
	Market SWS compactor and transport model tied to disposal at Copping, to other potential customers (excluding	No opportunities have arisen.	5

STRATEGY	KEY RESULT AREA	PERFORMANCE	RATED PERFORMANCE
<ul style="list-style-type: none"> Building effective relationships with the Tasmanian Government and regulatory organisations. 	<p>operating WTS sites other than Lutana).</p> <p>Initiatives and opportunities undertaken to build effective relationships with Tasmanian Government and regulatory organisations.</p>	<p>SWS participated in strategic planning workshops with LGAT and the State Government. The JA provided a written submission in response to the State's Draft Strategy.</p> <p>The Board Chair and CEO meet regularly with the EPA Director. The CEO meets regularly and has a good working relationship with the regulator.</p>	8
<ul style="list-style-type: none"> Improving access to capital funding and human resources. 	<p>Conduct a review identifying likely capital and human resource requirements during the plan period.</p>	<p>The 15 year capital program is updated annually, as is the organisation chart.</p>	8
<p>1.2 Achieve sustainable environmental and social outcomes for our communities</p>	<p>Increased waste diversions from inefficient/older facilities leading to increased use of the Copping site.</p> <p>Progress the wetland project.</p>	<p>Total volumes for the first six months of the 2020 financial year have increased 22% over the same period in 2019. The Lutana WTS throughput has increased by 35%.</p> <p>The first two stages are complete. The pilot will be operating before the end of the 2020 financial year.</p>	9 9

STRATEGY	KEY RESULT AREA	PERFORMANCE	RATED PERFORMANCE
	Increase tonnes of materials diverted from Waste Transfer Stations operated by SWS over the previous year.	Metal extraction has increased significantly in the current financial year and saleable items are now being extracted and transported to a tip shop for sale.	8
	Improved carbon footprint over the previous year.	Emissions from transport have risen as tonnes have increased. However, gas flared and / or used to generate electricity has risen significantly. More wells are scheduled to be drilled and another generator will be installed before the end of this calendar year.	8
	Progress recycling and education initiatives in conjunction with the Glenorchy Tip Shop and Mornington Park Waste Transfer Station.	An agreement for reuse materials with MPWTS has been completed. School curriculum materials are being developed. This will be reinforced through Landcare Tasmania education programs.	7
	Undertake community and stakeholder engagement initiatives.	Regular newsletters are posted directly to stakeholders including residents of suburbs in the vicinity of the landfill. They are also distributed more widely now and are available on SWS's website. Site visits are arranged on request. Letterbox drops have been undertaken to inform Lutana residents of relevant development proposals (office building and increased tonnes).	8

STRATEGY	KEY RESULT AREA	PERFORMANCE	RATED PERFORMANCE
	No environmental incidents.	No incidents.	10
2. ENSURE ROBUST COMPLIANCE, MANAGEMENT AND OVERSIGHT OF THE BUSINESS			
2.1 Maintain compliance across all aspects of the business.	Number of breaches (compliance with EPN, License obligations, WHS, Industrial relations, business standards, Local Government Act and Authority Rules requirements).	No reportable incidents or notices of non-compliance.	10
2.2 Ensure that the business is well managed and structured for the future.	Reporting against Balanced Score Card measures.	Regular reporting shows good levels of achievement against identified measures. Various business plans reviewed and reported. The Audit Committee oversees internal audit program with identified risks rated and actioned by the Board and CEO.	9
	Mitigation of High Inherent risks identified in Risk Management Plan.	The register is reviewed at least annually and all high inherent risks are mitigated to the most practicable extent possible. The Audit Committee periodically monitors Tier 1 risks.	9
2.3 Ensure that shareholders, customers and stakeholders are kept appropriately informed.	Performance against Management Plans (stakeholder, shareholder and customer management plans).	All plans have been adhered to.	10

EMERGING ISSUES FOR THE 2020/21– 2024/25 PLANNING PERIOD

The following critical areas will shape strategic decision-making for the Authority in the coming period:

1. Ensuring the Copping Refuse Disposal Site continues to be accepted as a responsible public facility - through education, resource recovery, reputation and achievement of environmental standards.
2. Working with the State Government to progressively implement the Draft Waste Action Plan to optimise the outcomes for both the Authority and the broader community.
3. Resolving the long- term tenure of the Lutana waste transfer station site.
4. Continuing to evolve business practices, including a focus on maintaining standards as a good corporate citizen.
5. Refining and defining the role of SWS as a ‘waste management’ organisation rather than purely a ‘landfill’ operator.
6. Using technology to add value to waste, including production of electrical power and other similar benefits.
7. Working with the EPA to further improve responsiveness of regulatory processes.

The following strategic pillars underpin the strategic direction of the Authority:

1. Positively contribute to the sustainable management of the solid waste stream in Southern Tasmania by:
 - a. Maintaining a financially viable business;
 - b. Being open and receptive to new and emerging markets;
 - c. Contributing to solutions to waste management issues; and
 - d. Achieving sustainable environmental and social outcomes for the community.
2. Ensure robust compliance, management and oversight of the business by:
 - a. Maintaining compliance across all aspects of the business;
 - b. Ensuring that the business is well managed and sufficiently flexible to meet future challenges, with a focus on an effective and responsive operating model; and
 - c. Ensuring that stakeholders including customers, shareholders and the community, are kept appropriately informed, with an emphasis on education and marketing.

PART TWO

Strategic Directions

OUR PURPOSE

Purpose Statement

To manage the receipt and disposal of solid waste in Southern Tasmania, for the social, environmental and economic benefit of our shareholders, customers and communities, and to explore development opportunities in the management of solid waste.

Behaviours

In pursuing our Purpose, we will work with our clients, business partners, communities and government by:

- Being proactive and innovative;
- Behaving in an ethical and professional manner;
- Providing safe work environments;
- Acting in an environmentally responsible way;
- Operating in a competitive manner;
- Collaborating to achieve common goals.

Alignment & Relationships

SWS is a business that recognises its ownership by the Joint Authority's Participating Councils.

Expectations

Over the next three years, we will:

- Continue to operate a successful business that includes:
 - effectively managing B Cell operations, including further enhancement of leachate management;
 - operating and effectively managing the C-Cell; and
 - conducting all operations in a financially sustainable, environmentally responsible and safe manner.
- Engage with existing and prospective Participating Councils to explore future business opportunities;
- Investigate and, if appropriate, develop new sustainable businesses through appropriate commercial structures;
- Help shape the solid waste agenda in Southern Tasmania;
- Maintain a capital structure and associated resources to allow the business to develop;
- Continue to engage with key stakeholders and regulators;
- Engage with the public at different levels via education and other strategies, with the aim of building understanding, trust and confidence.

Strategic Directions / Goals

GOALS / STRATEGIES / KRAs

The goals, strategies and KRAs reporting measures for the period 2020/21 – 2024/25 are shown below.

The Board reporting scorecard is shown in Part One above.

Goal	Strategies	Key Result Area
<p>1.0: Sustainably manage the solid waste stream in Southern Tasmania</p>	<p>1.1 Maintain a financially viable business through:</p> <ul style="list-style-type: none"> • Generating sufficient profit to fund future obligations and capital expenditure • Reinvesting in the business • Preparing for the possibility of distributing dividends in future years 	<p>Return an acceptable operating profit to fund future needs</p> <p>Achieve an appropriate level of reinvestment in the business to ensure sufficient capital for future development</p> <p>Make appropriate changes to Rules if necessary</p> <p>Develop a policy including criteria to guide the determination of any dividend</p>

Goal	Strategies	Key Result Area
	<ul style="list-style-type: none"> • Taking a leadership role in discussions about the management of solid waste in Southern Tasmania 	<p>Demonstrated contribution to the improved management of solid waste in Southern Tasmania</p>
	<ul style="list-style-type: none"> • Managing leachate on site • Building and maintaining effective relationships with the Tasmanian Government and regulatory organisations • Maintaining access to human resources • Maintaining access to capital funding • Securing tenure of the Lutana site or a viable alternative location 	<p>No leachate transported off site for treatment and/or disposal</p> <p>Initiatives and opportunities undertaken to build effective relationships with the Tasmanian Government and regulatory organisations</p> <p>Monitor and maintain HR requirements to ensure they keep pace with the changing environment</p> <p>Monitor and maintain capital requirements to ensure this keeps pace with the changing environment</p> <p>Finalise a suitable waste transfer site for the long term</p>

Goal	Strategies	Key Result Area
	<ul style="list-style-type: none"> Influencing the implementation of the Tasmanian Government's Waste Management Plan 	<p>Minimise any adverse financial impact from the introduction of a waste levy</p> <p>Participate in discussions with Government about the implementation of actions that may impact the business, including the collection and distribution of any levy</p>
	<p>1.2 Be open and receptive to new and emerging markets.</p>	<p>Identify, investigate, assess and report on potential business development and/or improvement opportunities for consideration by the Authority</p> <p>Implement identified and approved viable business development and/or improvement opportunities</p>
	<p>1.3 Contribute to solutions to waste management issues.</p>	<p>Participate in discussions with government about the implementation of actions included in its Waste Management Plan</p> <p>Participate in discussions with other entities to assist with resolving their waste management issues</p>

Goal	Strategies	Key Result Area
	<p>1.4: Achieve sustainable environmental and social outcomes for our communities</p>	<p>Increase waste diversions from inefficient/older facilities leading to increased use of the Copping site</p> <p>Progress the wetland leachate treatment project</p> <p>Increase tonnage of materials diverted from waste transfer stations operated by the business over the previous year</p> <p>Improve carbon footprint over the previous year</p> <p>Progress recycling and education initiatives in conjunction with Mornington Park Waste Transfer Station</p> <p>Undertake community and stakeholder engagement initiatives</p> <p>No environmental incidents</p>

Goal	Strategies	Key Result Area
2.0 Ensure robust compliance, management and oversight of the business	2.1 Maintain compliance across all aspects of the business.	Meet all material compliance obligations
	2.2 Ensure that the business is well managed and sufficiently flexible to meet future challenges with a focus on an effective and responsive operating model.	Update the review of likely capital and human resource requirements during the plan period Review outsource vs insource models of operation as contracts come up for renewal Update the succession plan Formalise a business continuity plan Review and update the Risk Management Plan
	2.3 Ensure that stakeholders including customers, shareholders and the broader community are kept appropriately informed, with an emphasis on education and marketing.	Participate in workshops and / or meetings with Participating Councils Continue to regularly distribute newsletters to the community Increase site visits including via implementation of a schools' program Progress the relationship with Landcare Tasmania Develop new stakeholder engagement plan with the PR consultant