



**Southern  
Waste  
Solutions**

# Annual Report 2023-24

of the  
Copping Refuse Disposal  
Site Joint Authority



[SWSTAS.COM.AU](http://SWSTAS.COM.AU)

WASTE VOLUMES



~147k

tonnes of waste collected

PEOPLE



20+

direct employees and contractors

CAPITAL INVESTMENT



+\$40 million

ENERGY GENERATION

15k



megawatt hours generated in 2023-24 through landfill gas extraction

ENVIRONMENT

85k



tonnes of carbon removed from the atmosphere



= 34,000 passenger vehicles/year

Produced enough power for 2,500 average Tasmanian homes.

LEACHATE PROCESSED

7.8m



litres of leachate processed in our BeneVap to date

C CELL VOLUME

6726



tonnes of waste safely disposed

CHARITABLE DONATIONS

\$88,400





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# Authority Chair's Report

The waste sector has long had the ambition of a future where significant volumes of waste are diverted from landfill – through the establishment of the waste Levy we see that future is upon us now.

As a major player in Tasmania's waste industry, Copping Refuse Disposal Site Joint Authority, trading as Southern Waste Solutions (SWS), is not just adapting to this reality, it is playing a leading role in shaping the future.

Significant progress has been made over the past financial year to transform SWS from a traditional landfill operation into a fully integrated waste management and resource recovery business.

Council ownership, strong governance and clear values means this work has been undertaken with a commitment to financial sustainability, environmental responsibility and social purpose.

The powerful combination of commercial knowledge and community mindedness puts the Authority in a unique position to maximise opportunities in waste and resource recovery operations.

## Strategy

The activities of SWS continue to be guided by the Copping Refuse Disposal Site Joint Authority (CRDSJA) Strategic Plan 2023-2028, including our three strategic pillars.

1. Advocate for and contribute to Tasmanian waste industry.
2. Build capacity, capability and delivery excellence.
3. Strengthen our commercial proposition.

A key step in the delivery of the plan was the successful insourcing of operations at Copping.

Since the landfill was established, its operations had been managed by a third-party under contract.

While those arrangements served the operation well for many years, our ambitions for a broader Copping Waste Precinct required us to take full control of day-to-day operations.

The insourcing project involved significant investment in plant, equipment and specialist personnel but it has put SWS in a far stronger position to be innovative and responsive to opportunities in the waste sector.

As a commitment to the State and Federal target to divert 25% of organic material from landfill by 2025 and 50% by 2030, SWS is well advanced in planning for an Organics Processing Facility that will enable the diversion of this product from the Copping landfill.

One of those opportunities is the development of a composting facility to process organic waste volumes from owner councils and other commercial sources.

Another important investment is the transformation of the Lutana Waste Transfer Station, which is now well underway.

Lutana is strategically placed at the centre of the major population centres in Southern Tasmania and provides an important service in receiving both municipal and commercial waste to be sorted and bulked up for transport to Copping.

The extensive redevelopment, which is due for completion early 2025, will allow Lutana to become a true resource recovery hub, separating waste streams for a range of reuse and reprocessing opportunities.

The implementation of these critical capital projects continues to be capably overseen by the SWS Board under the leadership of Dr Christine Mucha.

The Board was expanded during the financial year to include a fifth director. We are fortunate to have recruited Geoffrey Webster, a highly accomplished and respected national waste industry professional who brings a wealth of experience to the role.

## Financial performance

The financial performance of the Authority remains strong, with a consolidated net surplus after tax of \$5,510,309 for the financial year ended 30 June 2024.

The 2023-24 financial statements have been audited and the Tasmanian Audit Office issued an unqualified audit opinion for the financial year.

## C Cell Pty Ltd

The C Cell at the Copping Waste Precinct continues to play a critical role in the Tasmanian waste sector as the only facility capable of accepting regulated waste.

In the past financial year, the facility has received and safely stored over 6,700 tonnes of contaminated waste that would otherwise have to be stockpiled or shipped interstate.

This included contaminated and regulated material removed from industrial redevelopment areas, industry and manufacturing where by-products cannot be traditionally landfilled.

## Joint Authority Membership

There were several changes to the representatives of the Joint Authority owner councils (Clarence, Kingborough, Sorell and Tasman) over the financial year. I thank all my former and current representatives for their work and input during the period.

Kerry Vincent's election to the Legislative Council seat of Prosser sadly means that we will no longer have the benefit of his expertise and guidance on the Joint Authority. Our loss is truly the Tasmanian Parliament's gain.

## Condolences

Finally, I wish to pay tribute to our late former CEO Chris Adekunle.

Chris' remarkable leadership and strong vision contributed greatly to the journey the Authority is now on.

He is truly and deeply missed by all those who were fortunate enough to know him.

The Joint Authority, the Board and management are united in our resolve to fully realise Chris' original vision.



Clr James Walker  
Authority Chair



# Board Chair and CEO's Report



The 2023-24 financial year was marked by important strategic milestones and great personal sadness for the team at Southern Waste Solutions (SWS).

Our much loved and respected CEO, Chris Adekunle, tragically passed away in April after a short but aggressive battle with leukemia.

Chris' death touched so many in his adopted state of Tasmania and the many other places across the world that he called home. Our thoughts are with his family and friends as they continue to process their loss.

For SWS, Chris was instrumental in reshaping our focus to fully embrace the opportunities of waste reduction and the circular economy.

Chris' inspirational drive and leadership contributed greatly to SWS' success and the operational milestones that we have celebrated over the past year will form an enduring part of his legacy. Nick Gifford, Manager Operations took on the duties of Acting CEO on 16 April 2024.

## Strategic Focus

SWS has embarked on a significant capital investment program, guided by the objectives of the 2023-2028 Strategic Plan.

The first major milestone in that program was the insourcing of operations at the Copping Waste Precinct after over 20 years of contractor management.

The insourcing project was a significant undertaking involving the recruitment and training of eight new site staff and **investment of over \$5.1 million.**

We now have far greater control over the Copping precinct, including managing regulatory compliance and planning for future opportunities in resource recovery and processing.

SWS has also commenced a major redevelopment of the Lutana Waste Transfer Station which will become a hub for resource recovery in central Hobart.

The project involves the complete remodelling of the Lutana site, including improved traffic management and the construction of a 1980m<sup>2</sup> central transfer station and a new administration facility.

The planned improvements will greatly improve the efficiency of our operations, while also allowing us to reduce our impact on commercial and residential neighbours.

Importantly, it will give us the opportunity to separate waste streams at the collection point to unlock opportunities for the recovery of materials such as aggregates, timber and gyprock.

Meanwhile, we continue to pursue our long-held ambition to provide organic processing and composting at the Copping precinct ensuring the state and national diversion targets for organic material from landfill are met in Tasmania.

The National Waste Policy Action Plan includes a target to halve the amount of organic waste sent to landfill by 2030.

Close to 50 per cent of the waste that goes into the Copping landfill is food and green waste. Significant additional organics processing capacity will be required in the market to divert even a modest proportion of that volume from landfill to achieve state and national targets.

## Financial Performance

The Consolidated Net Profit before income tax for the year ended 30 June 2024 was \$7,108,148, an increase of 7% on 2022-2023 (\$6,625,801). This result allows us to continue to invest in our infrastructure and operations.

We are investing over \$9 million for the Lutana Redevelopment, and over \$3.5 million in specialised plant and equipment and over \$1.6 million in on-site infrastructure at the Copping precinct.

## Our People

The SWS team has grown significantly as a result of the Copping insourcing project.

The seamless integration of new operational staff is testament to the strength and calibre of the management team and the strong culture of the organisation.

This culture is underpinned by our values:

- We put safety and the environment first.
- We support and respect one another and we are our best when we work together.
- We consistently deliver.

Safety continues to be a priority across all our sites, and we are pleased to report no serious incidents over the past financial year.



## Our values



We put safety and the environment first



We support and respect one another and we are our best when we work together



We consistently deliver



## Governance

The Board of SWS held sixteen meetings and the Board of C Cell Pty Ltd held five meetings during 2023-24. SWS' Audit & Risk Committee held four meetings during the year.

The Board Chair and CEO or Acting CEO attended all quarterly meetings of the Authority to present reports, provide advice and answer queries in relation to the operation of SWS and C Cell Unit Trust. Other Directors also attended Authority meetings from time to time during the year.

In addition to the scheduled meetings, the SWS Board participated in workshops across the year covering strategy development, risk and specialist information in support of the Organics Processing Strategy.

The Board has benefited from the addition of a fifth director with the recruitment of Geoffrey Webster. Geoffrey is a highly respected national waste industry professional and the current National President of the Waste Management and Resource Recovery Association of Australia. He brings a wealth of knowledge and extensive networks to the board table.

2023-24 was Carolyn Pillans' last year as SWS Secretary. Carolyn has played an important role in SWS' success and we wish her all the best for the future.

## Conclusion

The one constant in the waste sector is change, and as we embark on a new financial year, SWS is well placed to navigate that change.

The organisation is fortunate to have significant scale, internal expertise and a unity of purpose from our owner councils to take full advantage of the opportunities that are now upon us.

Importantly, through the hardships of the past year, we have also demonstrated we have strength and resilience to navigate inevitable challenges that will come up along the way.

We would like to conclude by thanking our customers, suppliers, neighbours and other stakeholders for their support over the past year. Without these strong relationships success would not be possible.

**Dr Christine Mucha**  
Board Chair

**Nick Gifford**  
Chief Executive Officer (Acting)

## Board and Committee Meeting Attendances 2023-2024

Director	SWS Board		SWS Audit & Risk Committee		C Cell Pty Ltd as Trustee	
	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended
<b>Christine Mucha</b> Board Chair: SWS, C Cell Pty Ltd	16	16	4	4	5	5
<b>Frank Barta</b> Chair, A&R Committee	16	15	4	4	5	4
<b>Heather Chong</b> (from 19 December 2022)					5	5
<b>Mike Hunnibell</b>	16	16	4	4	5	5
<b>Elsbeth Moroni</b> (while not a C Cell director, may attend as an Observer)	16	16	4	4		
<b>Geoffrey Webster</b> (appointed 19 June 2024) (while not a C Cell director, may attend as an Observer)	1	1	1	1		

"Eligible to attend" describes the number of meetings during the period for which a Director was formally a member of the relevant Board or Committee.

The Board of Southern Waste Solutions held four workshops during the financial year. All directors attended.

## Comptroller's Report

Christopher Adekunle was appointed to the position of Comptroller until Nick Gifford was appointed on 23 May 2024.

### The comptroller reports as follows:

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

During the 2024 financial year, \$964,306 (2023 \$255,147) was transferred to equity in relation to income tax payable. The 2023-24 Consolidated Statement of Comprehensive Income includes income tax expense of \$1,597,839 (2022-23 \$1,548,189). As of 30 June 2024, the Authority had a deferred income tax asset of \$950,983 (2023 \$975,694), a current provision for income tax of \$957,478 (2023 \$354,970) and a deferred income tax liability of \$12,728 (2023 \$6,415).





# Case Study: Insourcing

The introduction of insourced operations at the Copping Waste Precinct marks a significant milestone for the site, which was previously contractor managed since its establishment 20 years ago.

The project gives SWS full control over efficiency, environmental compliance, and future site developments – allowing greater ability to be innovative and responsive to opportunities in the waste sector.

Copping handles nearly 50 per cent of the state’s general and commercial waste volumes and ongoing investment in the site is central to SWS’ commitment to leading the way in waste management and resource recovery.

The project involved significant capital investment in new plant and equipment and the recruitment and training of eight specialist personnel - including Jeff Holmes, a highly regarded waste industry professional who has been integral to the success of the project.

Now several months in, the success of insourcing is clearly evident in improved site operations, greater focus on best-practice compliance and an easier and safe transaction for SWS customers.



# 2023-24 Business Plan Results

The Authority's performance during the 2023-24 financial year against the activities and performance measures included in its Strategic Plan is as follows:

-  goal achieved
-  progress made
-  goal not achieved

# 1.0

## Advocate for and contribute to the Tasmanian waste industry

### 1.1 | Adapt, collaborate, and influence the waste industry.

-  Recovered additional resources across Tasmania through collaboration with industry partners to deliver solutions.
  - Engaged with a Resource Recovery organisation, to identify volumes of Construction and Demolition (C&D) Waste disposed of through our facilities.*
  - Incorporated in the Lutana Redevelopment Plan Infrastructure design to support the recovery of C&D waste and began the notification to the EPA regarding the Schedule 2 license required for Resource Recovery.*
  - Develop a robust and commercially viable organics processing business at Copping.*
  - The BeneVap unit has completed its 12-month trial successfully and has reduced our leachate volumes by 8.4ML. SWS has extended this trial in collaboration with EPA for further six month whilst the business case is being prepared to purchase a new unit as a permanent leachate treatment system.*

### 1.2 | Be the provider of choice for Local Government. Improve our value proposition.

-  Consolidated network of southern Tasmanian Local Government landfill waste disposal.  
Expanded and promoted network of transfer stations across south-eastern Tasmania integrated through our haulage network to Copping Landfill.
  - Research into suitable solutions for upgrading the regional transfer stations at Southbridge (Huon Valley Council), Orford (Glamorgan Spring Bay Council), and Swansea (Break O'Day Council) are progressing.*
  - A Local Government Engagement Strategy has been endorsed by the SWS Board.*
  - An MoU has been finalised and endorsed by the Board with TasWaste South to collaborate across suitable waste and resource recovery.*
  - SWS has engaged and discussed its strategic developments with the Waste and Resource Recovery Board, the new Environment Minister, and with the Local Government Association Tasmania.*
  - SWS is progressing development of key commercial facilities at its Copping Waste Management facility to develop its integrated waste management facility.*

# 2.0

Build capacity, capability,  
and delivery excellence

## 2.1 | Focus on environment and safety outcomes.

- Established ongoing resourcing capability to support inhouse environment and safety requirements for current and future scope of operations at SWS.

Actively manage leachate within EPA license conditions.

- *Continued to work collaboratively and openly with the Tasmanian EPA, State Quarantine and Commonwealth Quarantine groups to ensure compliance and ensure our operations remain best practice and without environmental incident.*
- *BeneVap trial is in its 14th month of operation and has eliminated more than 8.4ML of leachate. The trial has completed the removal of all C Cell leachate and is now back removing the back log of B Cell leachate. A further six months of operation has been approved by the EPA whilst SWS formalises new license conditions to permanently use the BeneVap at Copping.*

## 2.2 | Deliver a best practice roadmap for the future.

- Formalised an internal strategy for corporate services that supports current and future resourcing, technology, and systems requirements for SWS.

Embedded our culture and values in all we do.

- *SWS resourcing strategy has been developed and approved by the Board.*
- *SWS Succession Plan has been developed and approved by the Board.*
- *SWS has revised its organisational structure to support the current strategy.*
- *SWS is updating its weighbridge systems to integrate our financial management systems better and improve reporting capability.*
- *SWS has implemented strong IT and cybersecurity measures.*

## 2.3 | Ensure strong leadership and governance.

- Stakeholder engagement strategies were developed to support the external engagement of the Authority Chair and Board.

Provide training to staff and Board members.

- *A Local Government Engagement Strategy has been endorsed by the Board. This strategy will detail outcomes to be agreed upon by the Board and the Authority that will advance our engagement with identified stakeholders.*
- *The Board and management have participated in two briefings, provided by technical waste specialists. Other expert workshops for the Board and management team are earmarked to appear across the year.*

# 3.0

## Strengthen our commercial proposition

### 3.1 | Elevate our business.

- Adopted branding and marketing objectives to support our commercial outlook.

Embedded our culture and values in all we do.

Capability and expertise of SWS clearly recognised and publicly endorsed by Participating Councils.

- *SWS' culture and values launch was supported through our rebranded corporate imagery, which is being carried forward through embedding the values within the organisation and installing visual representations of our culture and values in operational documentation and signage in and around our facilities.*
- *SWS in the process of upgrading our website infrastructure to enable integration into our Participating Councils' websites, which will enable us to provide a direct link from SWS website into our PC websites so we can use the link to inform rate payers of our deliverables.*

### 3.2 | Expand the commercial focus of our existing sites.

- Delivered solutions from additional commercial avenues on our sites through collaboration with industry partners.

Capitalised on opportunities that align with the Copping Masterplan.

Deliver an organics facility in Southern Tasmania.

- *C&D waste processing infrastructure incorporated into the design of the Lutana redevelopment to support recovery of this material.*
- *Early engagement with a commercial entity regarding organic waste and logistics synergies.*
- *Continued industry engagement on resource recovery development to support state and national waste diversion targets.*

### 3.3 | Promote our service capability and knowledge.

- Effectively deployed our branding and marketing to support our commercial outlook.

Expanded our network of transfer stations across south-eastern Tasmania through integration with our haulage network to Copping Landfill.

- *Work is in progress with three regional local government customers to finalise the design of their next-generation transfer stations.*

# Case Study: C Cell

**SWS operates the C Cell at its Copping Waste Precinct as the only regulated waste facility in Tasmania, spearheading the use of advanced technological solutions to improve the impact of waste management on the environment.**

Highly contaminated, Level 3 waste, requires strict storage conditions. The C Cell is a highly engineered landfill unit built to meet the best practice landfill design guidelines. Prior to the C Cell opening, hazardous waste produced in Tasmania was either stockpiling at homes or shipped to the mainland for processing. This was unsafe, costly and unsustainable.

SWS accepts controlled waste from the transport, aquaculture, mining and manufacturing sectors as well as from the public through licenced commercial contractors.

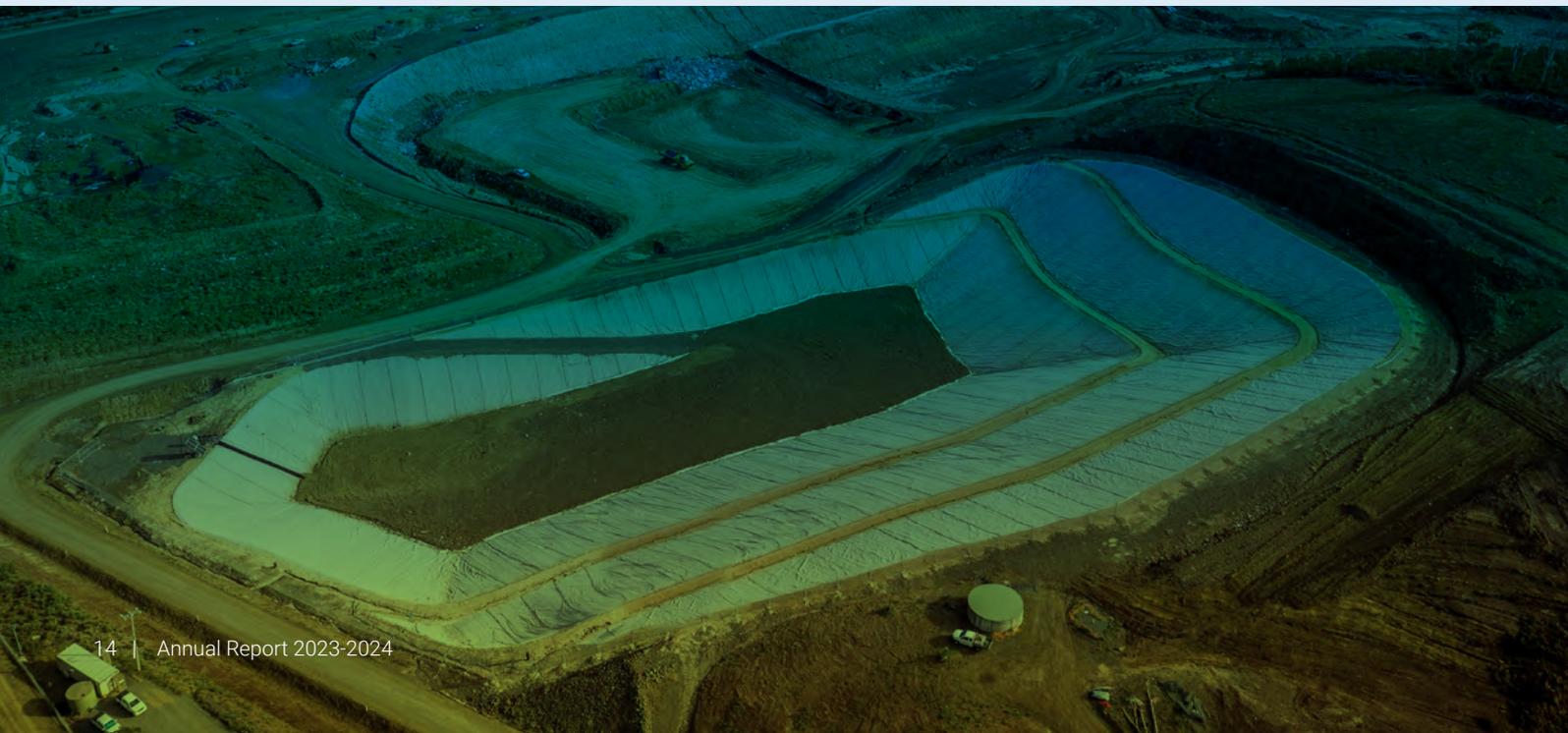
The C Cell utilises a multi-layer construction process of natural clays and manufactured geosynthetic materials that are designed to prevent the loss of any containment within the C Cell.

Compacted clay acts as the tertiary containment layer, followed by two plastic lining systems complete with an automated leak detection

system between each liner layer. A highly engineered protective geofabric is the final barrier between the environment and contaminated waste. Along with routine leak detection monitoring, SWS also utilises a 3D GPS tracking system to map the locations of all waste inside. Anything that enters the C Cell is tested, recorded and tracked with hope one day, we can remove items and recycle them safely using new technologies.

Significant projects across various industries in Tasmania face complexities in managing contaminated waste. The C Cell has been integral in providing secure waste storage for the ongoing Macquarie Point remediation project. Remediation of the 9.3-hectare site known as Mac Point involves the removal of soil, ground water and surface water containing contaminants such as spent fuel, heavy metals and coal tar. Waste accepted by SWS from the project includes 69,000 tonnes of contaminated soil, successfully removed from the site. By providing a local solution, SWS eliminated the need for interstate transportation of the restricted waste, significantly reducing associated expenses and risks.

(Source of figures: [Mac Point Remediation](#))



# Capital Investment project: Lutana

The Lutana Waste Transfer Station plays a pivotal role in the management of southern Tasmania's waste stream. To ensure its ongoing capacity to deliver streamlined processing of the majority of Southern Tasmania's commercial and residential waste, SWS is undertaking a complete redevelopment of the Lutana Waste Transfer Station.

Following SWS being granted a 20-year extension on its lease over the Lutana site, the fully reimagined facility will optimise our ability to respond to advancing resource recovery innovations.

This includes separating different waste streams at the point of collection to boost resource recovery and support new commercial opportunities.

Now well underway, the planned improvements to the site will greatly improve the efficiency of operations, while also further reducing any impacts on commercial and residential neighbours.

Planned landscaping will improve the visual amenity of the site, while screening the operations from publicly accessible areas. 95 per cent of waste handling will be conducted inside a 1980 m<sup>2</sup> sealable, roofed structure. This will result in a reduction in any noise, odour and dust emissions. A closed loop leachate recovery system and best practice drainage design will eliminate offsite impacts.



## Project Scope

- Construction of a 1980 m<sup>2</sup> central transfer station shed
- Construction of a 333 m<sup>2</sup> single-level office complex
- Expanding width and resealing internal road network
- Construction of a sealed 20-space car park
- Fully concreted hardstand for operational efficiency and cleanliness
- Planting and landscaping the environment with native vegetation
- Internal deodorisers
- Best practice traffic management
- Procurement of 3 high volume side tippers



# Our sites



## Copping (exc C Cell)

VOLUME P.A.  
150,000 tonnes

Proportion (%) of Household vs Commercial (all other)



## Lutana WTS

VOLUME P.A.  
60,000 tonnes

Proportion (%) of Household vs Commercial (all other)



### Right to Information Act statistics 2023-24 (as per s53)

Number of applications received for assessed disclosures	0
Number of applications where information was disclosed in full	0
Number of applications refused and the relevant sections	0
Number of applications relating to exempt information and the relevant sections	0
Number of applications for internal review and the outcomes	0
Number of applications for external review by Ombudsman and the outcomes	0

### Public Interest Disclosure Act statistics 2023-24 (as per s86)

Number of disclosures either received, determined to be public interest disclosures, investigated, declined to be investigated or substantiated following investigation by SWS	0
Number of disclosures reported by SWS to Ombudsman	0
Number of disclosures referred by Ombudsman to SWS	0
Number of recommendations made by the Ombudsman to SWS	0



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